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Operational activities of the United Nations for international development cooperation

Results achieved and measures and processes implemented in follow-up to General Assembly resolution 62/208 on the triennial comprehensive policy review of operational activities for development of the United Nations system

Report of the Secretary-General

Summary

The present report is the first progress report on the implementation of General Assembly resolution 62/208 on the triennial comprehensive policy review of operational activities for development of 2007. It is based on the report of the Secretary-General on the management process for the implementation of resolution 62/208 (E/2008/49), which was submitted to the Economic and Social Council at its substantive session of 2008 and which represents the plan of action of the United Nations development system to respond to the 2007 triennial comprehensive policy review.

The present report was prepared in close consultation with the organizations of the United Nations system and inter-agency mechanisms. Section I briefly introduces the report. Sections II to V highlight achievements and issues emanating from the implementation of resolution 62/208. Section VI and the annex present progress on actions taken and targets set by the United Nations system to implement the resolution in a matrix format.

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Overall, there have been significant advances in implementing the triennial comprehensive policy review since the 2008 session of the Council. Continuous progress has been made in improving system-wide coordination and mobilizing the wider capacities of the United Nations system at all levels through the streamlining of inter-agency governance and management structures and the development of mutual accountability frameworks, tools and joint programming operational documents, as well as the mobilization of common resources and funding instruments. The emphasis of the triennial comprehensive policy review on national ownership and alignment of the United Nations country-level programming process with national systems has been reflected in the programming guidance issued by the United Nations Development Group, and there are indications of greater alignment of United Nations development assistance frameworks with national processes.

Challenges remain. The imbalance between core and non-core resources received by the United Nations system persists against the backdrop of growing concerns about the possible negative impact of the economic crisis on aid and funding of the United Nations system. Further progress needs to be made in supporting United Nations country teams in such areas as capacity development, the use of South-South cooperation as a modality for programme delivery and improving coordination, and strengthening support structures in situations of transition from relief to development. A growing number of normative mandates need to be implemented at the country level, which would require greater substantive capacities and coherence in approaches. Consistency in the quality of United Nations development assistance frameworks needs to be further ensured. Responses from Headquarters to innovations at the country level on simplification and harmonization in terms of procedural and regulatory policy changes need to keep pace with those developments. The combined economic, food security and climate change crises are threatening development and challenge the United Nations system to provide strategic and cohesive support to Governments.

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I. Introduction

1. The Economic and Social Council has a key role in promoting the implementation of General Assembly resolution 62/208 on the 2007 triennial comprehensive policy review of operational activities for development of the United Nations system. As requested by the Assembly, it receives detailed reports of the Secretary-General on results achieved and measures and processes implemented in follow-up to resolution 62/208 in order to evaluate the implementation of the resolution and ensure its full implementation.

2. The present report is the first progress report since the adoption of the triennial comprehensive policy review in 2007. It is based on the report of the Secretary-General on the management process for the implementation of resolution 62/208 (E/2008/49), which was submitted to the Council at its substantive session for 2008 and which represents the plan of action of the United Nations system to respond to the triennial comprehensive policy review.

3. The role of the Council in reviewing, promoting and guiding the implementation of the triennial comprehensive policy review has become all the more important in the light of the decision taken by the General Assembly at its sixty-third session to hold the comprehensive policy review of operational activities every four years instead of triennially (see resolution 63/232). A major goal was to facilitate the alignment of the strategic plans of funds, programmes and specialized agencies with the comprehensive policy review so that the strategic plans could derive substantive guidance from the review. That decision also allows for more time to focus on the full implementation of the provisions of the comprehensive policy review. The next comprehensive policy review will be held in 2012, with subsequent reviews to be held every four years.

4. The present report was prepared in close consultation with the organizations of the United Nations system and inter-agency mechanisms. Sections II to V highlight achievements and some issues emanating from the implementation of resolution 62/208. Section VI and the annex set forth the actions taken by the United Nations system to implement the resolution. The annex is submitted in the form of a matrix.

5. The Council also has before it dedicated reports on: (a) simplification and harmonization of the United Nations development system (E/2009/61), (b) human resources challenges within the United Nations system at the country level (E/2009/75), and (c) the functioning of the resident coordinator system, including costs and benefits (E/2009/76). Those areas will therefore not be addressed in detail in section II of the present report; however, specific information thereon is contained in the matrix (see annex). The present report subsumes information that responds to the mandate contained in Economic and Social Council resolution 1998/27, in which the Council invited the Secretary-General to arrange for the submission of a consolidated list of issues that are central to the improved coordination of operational activities, and therefore serves the additional purpose of a report on the consolidated list of issues.

II. Overview of progress in the implementation of resolution 62/208

The overall role and the functioning of the United Nations development system

6. Overall, there have been significant advances in implementing the triennial comprehensive policy review since the substantive session of the Economic and Social Council of 2008.

7. The direction of the triennial comprehensive policy review received new impetus following the International Conference on Financing for Development, held in Doha from 29 November to 2 December 2008. The Conference welcomed efforts to improve the efficiency, coherence and effectiveness of the United Nations development system. It underlined the importance of the role of the United Nations development system in delivering capacity-building support for development. The Conference also amplified the call in the triennial comprehensive policy review for a substantial increase in voluntary contributions to the core and regular budgets of the United Nations development system and for multi-year, sustained and predictable contributions.

8. The Accra High-level Forum on Aid Effectiveness, held in September 2008, reaffirmed the principles set forth in the Paris Declaration on Aid Effectiveness and, through them, some of the fundamental principles of the triennial comprehensive policy review, such as national ownership and the need to manage through results and to obtain development results.

9. The internationally agreed development goals, including the Millennium Development Goals, continue to underpin operational activities. The United Nations development system supports the preparation of national Millennium Development Goal reports and cost analyses, provides policy advice on poverty reduction strategies and assists in the development of statistics to track progress on the targets set by the internationally agreed development goals and the Millennium Development Goals.

10. Continuous progress has been made in improving system-wide coordination and mobilizing the wider capacities of the United Nations system at all levels through the streamlining of inter-agency governance and management structures as well as the development of mutual accountability frameworks, tools and joint programming operational documents, and the mobilization of common resources and funding instruments.

11. The emphasis in the triennial comprehensive policy review on national ownership and alignment of the United Nations country-level programming process with national systems has been reflected in the programming guidance issued by the United Nations Development Group, as well as in the articulation of a common response of the United Nations system to the agenda for international aid effectiveness. Out of 104 United Nations development assistance frameworks, 101 have been aligned with national planning cycles or instruments.

12. While an independent evaluation of the "Delivering as one" in pilot countries has yet to be undertaken, the programme experience is already highlighting how the United Nations development system can work more cohesively and flexibly and in

alignment with national plans and priorities, while fostering strong leadership by the national Government.

13. However, improvements are proceeding at various paces across agencies, regions and countries according to the prevailing situation. Introducing policy, regulatory and procedural adjustments into business processes is a challenging task, taking into consideration the varied information technology and management systems as well as business models of United Nations system agencies, and will involve a substantial initial investment in staff time and costs.

14. The number of tasks is increasing. A growing number of normative mandates need to be implemented at the country level, which will require greater accessibility to substantive capacities and coherence in approaches. The global economic, food security and climate change crises are adding new challenges, and the United Nations system must demonstrate its capacity to provide a focused, cohesive response while mobilizing its unique, but less visible, expertise in such areas as development, finance, trade and technology.

III. Funding for the operational activities for development of the United Nations system

15. Although the overall contributions received by the United Nations development system increased in 2007 in comparison with 2006, the imbalance between regular/core and non-core/extrabudgetary funding continues, with regular/core resources remaining at about 30 per cent. This situation is unfolding against the backdrop of growing concerns about the possible negative impact of the economic crisis on overall funding.

16. Addressing the imbalance between regular/core and non-core/extrabudgetary resources is becoming central to the corporate strategies of United Nations system organizations, notably through the strengthening of results-based planning and budgeting and the formulation of management and resource mobilization strategies. Most United Nations funds, programmes and specialized agencies have a strategic planning framework.

17. United Nations system organizations are making increasing use of thematic funds, multi-donor trust funds and other voluntary funding mechanisms to bridge funding gaps and reduce transaction costs. Multi-donor trust funds have become key instruments in the mobilization of resources for humanitarian, recovery, reconstruction and development activities involving a multidimensional United Nations system response and in the improvement of donor coordination and policy dialogue. The United Nations Development Group is formulating guidance on the governance, management and oversight of such funds under its purview.

18. Specialized agencies, notably the United Nations Educational, Scientific and Cultural Organization (UNESCO), the International Labour Organization, the Food and Agriculture Organization of the United Nations (FAO) and the World Health Organization (WHO), have experimented with innovative modalities that enhance the alignment of extrabudgetary resources with their strategic priorities. Although they are still in the early stages, some modalities are leading to improved efficiency through better intersectoral cooperation.

19. In response to General Assembly resolution 62/277 on system-wide coherence, the Secretary-General has presented proposals to improve the present system of funding for operational activities in the context of consultations of the Assembly on that issue. He will develop further initiatives to improve the quantity and quality of funding for operational activities in the light of the consultations of the Assembly and of the views expressed by Member States on this topic, as called for in the triennial comprehensive policy review.

IV. Contribution of the United Nations operational activities to national capacity development and development effectiveness

A. Capacity-building and development

20. Within the context of the United Nations Development Assistance Framework, United Nations country teams have contributed to the development of national capacities in a wide range of areas, such as in preparing national development strategies, undertaking public sector reforms, strengthening national planning institutions and statistical systems, and developing climate change and environmental strategies. The provision of support in evaluating the impact of external development assistance, if requested by Governments, remains an area in which the United Nations can make a strategic contribution.

21. Given the limited country presence of specialized agencies such as the United Nations Industrial Development Organization (UNIDO), the United Nations Conference on Trade and Development, the International Telecommunication Union and UNESCO, scientific and technological capacity development needs are often not reflected in country analytical work, capacity assessment and the United Nations Development Assistance Framework, although there are some very important initiatives and programmes in that area.

22. The United Nations Development Group position statement on capacity development (October 2006), which is a basic framework for a coherent approach to capacity development, has been mainstreamed into the updated guidelines for the common country assessment and the United Nations Development Assistance Framework that were approved by the United Nations Development Group in January 2009.

23. The increased demand of United Nations country teams for access to expertise and models of capacity assessment indicate not only a greater awareness and recognition of their importance, but also the need for more practical approaches and user-ready tools. The United Nations Development Group will launch a major initiative to supplement existing tools with technical and training support packages at the regional and country levels for the development of new United Nations development assistance frameworks in 2009-2011. Lessons learned from evaluations undertaken by United Nations development organizations constitute an important untapped resource for improving country programming activities.

24. While a variety of guidance materials and tools exist for United Nations country teams to help Governments in mainstreaming normative aspects of the work

of the United Nations in national development, the country teams will need additional expertise in integrating normative aspects into programming.

25. Collaboration among the United Nations system organizations, including non-resident and specialized agencies, is increasing in the context of the common country assessment and the United Nations Development Assistance Framework processes and, more specifically, within thematic programmes, or United Nations Development Assistance Framework result areas. The trend is promoted notably by participation in the "Delivering as one" programme pilots, availability of models and lessons learned in effective joint programming, participation in programme-based approaches in selected sectors (e.g., sector-wide approaches), the Millennium Development Goal Achievement Fund of Spain, and the One Funding mechanism, which mobilizes funding for the United Nations Development Assistance Framework at the country level in the "Delivering as one" programme.

26. The principle of national ownership has been adequately stressed in various guidance materials related to the implementation of the triennial comprehensive policy review. The promotion of national execution needs to attract additional attention in the area of operational guidance in the programming and design of capacity development strategies. Likewise, concerns related to sustainability may be reflected more clearly through the formulation of indicators for sustainability and explicit guidance materials on programme phase-out or exit strategies.

B. South-South cooperation

27. Several organizations have taken major steps to integrate South-South cooperation into operational activities in response to the third Cooperation Framework for South-South cooperation (2005-2007).

28. The fourth Cooperation Framework for South-South cooperation (2009-2011) places emphasis on broad-based consultations and partnerships. The Special Unit for South-South Cooperation of the United Nations Development Programme (UNDP) is developing a United Nations system-wide collaborative framework for the provision of support to South-South cooperation, which spells out clear lines of accountability and clarifies responsibilities between the Special Unit and the rest of UNDP. It will also be necessary to form better links among the mandate, resources and implementation strategy of the Special Unit.

29. In his report dated 23 August 2008 (see A/62/295), the Secretary-General called upon the United Nations development system to adopt concrete measures to mainstream support to South-South cooperation in corporate policy instruments and strategies. Accordingly, and in response to the triennial comprehensive policy review, further efforts have been and are being made to include references to South-South and triangular cooperation in United Nations strategic planning documents and in guidelines for United Nations country teams, including the updated guidelines for the common country assessment and the United Nations Development Assistance Framework.

30. Further progress is needed to better reflect South-South cooperation in country-level programming efforts through linkages of agency headquarters strategies and initiatives with country-level work. The promotion of South-South cooperation is not articulated as an explicit objective or strategy in many United

Nations development assistance frameworks. However, within UNDP, the development in 2008 of an online mechanism for reporting by UNDP country offices has resulted in significant increases in South-South cooperation activities in areas such as electoral reform, gender mainstreaming, combating HIV/AIDS, the environment and aid effectiveness.

C. Gender equality and women's empowerment

31. The Inter-Agency Network on Women and Gender Equality is preparing an action plan to operationalize the system-wide policy and strategy on gender equality and the empowerment of women that was adopted in October 2006 by the United Nations System Chief Executives Board for Coordination (CEB). Among other issues, the Network is considering whether the action plan should be only headquarters-based or should also include the country-level gender equality action plans that are to be developed by each United Nations country team.

32. Currently, the United Nations system monitors and evaluates system-wide gender mainstreaming only at the country level by using the United Nations country team performance indicators for gender equality and women's empowerment (scorecard), which was developed under leadership of the United Nations Development Fund for Women (UNIFEM). The performance indicators have been disseminated to those country teams that are developing new United Nations development assistance frameworks in 2008-2009. A growing number of country teams have started to use them. This is perhaps the first systematic attempt to proactively promote accountability by country teams for gender mainstreaming at the country level.

33. The number of United Nations country teams that reflected gender equality and women's empowerment in their workplan outcomes has increased to 100, compared with 72 in 2007. While there has been an increase in the number of resident coordinators who reported on progress on gender equality and women's empowerment in the areas of improving reproductive health, preventing violence against women and HIV, there was limited mention of gender mainstreaming in other activities such as Millennium Development Goals 7 and 8.

D. Transition from relief to development

34. The triennial comprehensive policy review stressed the principle of national ownership in situations of transition from relief to development. A major challenge continues to be determining how to rapidly develop and sustain the capacities of national actors to exercise ownership and responsibility for recovery. Some post-conflict needs assessments have contributed to capacity development by enabling early dialogue with the established national leadership or transitional administration and national stakeholders and through the early provision of basic capacity-building.

35. Progress is continuing in strengthening integrated planning in peacekeeping, humanitarian and peacebuilding activities at the headquarters and country levels. Building on the 2006 Guidance Note on Integrated Missions, the Secretary-General decided in June 2008 that all integrated United Nations presences should have a shared analytical and planning capacity, as well as an integrated strategic framework.

36. Support to resident/humanitarian coordinators and United Nations country teams in situations of transition from relief to development is being strengthened. Given the complexity of emergency and post-emergency situations, a variety of tailored mechanisms and instruments have been introduced, and efforts are being made to make better use of instruments developed during the humanitarian phase. The United Nations Development Group is providing guidance in disaster risk reduction, early recovery and post-disaster needs assessment. The United Nations Development Group is preparing a comprehensive guidance package and toolkit that brings together various existing instruments, which will be available in mid-2009.

37. Lead United Nations agencies and inter-agency coordination mechanisms also provide support to United Nations country teams and resident/humanitarian coordinators, notably in the form of surge capacity (e.g., in strategic planning, early recovery strategies, coordination and financing).

38. The main support to resident/humanitarian coordinator offices still comes from the dedicated resources allocated to UNDP as manager of the resident coordinator system. There is a need to explore ways to simplify the current architecture of coordination bodies and support structures and mechanisms which, albeit more inclusive than in the past, is rather complex for the effective management of coordination at the country level by the Special Representative of the Secretary-General and/or the resident/humanitarian coordinator, Deputy Special Representative of the Secretary-General/Executive Representative of the Secretary-General.

39. Post-conflict needs assessments are increasingly used by national and international actors to prepare and finance a common shared strategy for recovery and development in fragile, post-conflict settings. In October 2008, the United Nations and the World Bank signed a partnership framework, which includes a series of arrangements designed to strengthen their collaboration in support of national recovery efforts.

40. The Peacebuilding Fund is becoming a significant source of funding for post-conflict transition in countries included in the agenda of the Peacebuilding Commission and those identified by the Secretary-General. As of February 2009, deposits to the Fund had reached $309.5 million, $93.7 million of which has already been transferred to approved projects. Multi-donor trust funds are increasingly becoming the modality for pooling and managing donor contributions in post-disaster and post-conflict settings. There is a continuing challenge to provide more predictable and sustained funding in situations of transition from relief to development resources.

V. Improved functioning of the United Nations development system

A. Coherence, effectiveness and relevance

National ownership and leadership

41. A majority of United Nations country teams have adjusted their programming cycles to align or better dovetail with national planning cycles or processes.

42. Resident coordinators and United Nations country teams will receive further guidance from the United Nations Development Group on reporting to national authorities on the progress achieved in the United Nations Development Assistance Framework. The guidance will promote a results-based management approach and harmonization with overall country team reporting arrangements. The reporting will need to be implemented systematically.

Coherence through the common country assessment and the United Nations Development Assistance Framework processes

43. A number of United Nations country teams have indicated that joint programming within the common country assessment and the United Nations Development Assistance Framework has resulted in improvements in efficiency and aid effectiveness.

44. Common operational documents have been developed or are being formulated in "Delivering as one" programme pilot countries and some countries that are adopting similar approaches on a voluntary basis. Common operational documents are designed to bring together in an integrated way essential elements of operationalizing the United Nations Development Assistance Framework by all United Nations agencies (e.g., management and implementation strategies, accountabilities, estimated resource requirements). The United Nations Development Group is developing a refined operational tool, or action plan, for countries developing new United Nations development assistance frameworks in the period 2009-2010. A number of issues are still to be resolved, including the legal implications for agencies. Increased inter-agency collaboration through joint programmes is continuing.

45. Harmonization measures, such as common operational documents, do not always result in simplification and cost-saving, at least in the short term, during which they require a substantial initial investment in change processes. If common harmonized documents do not meet the requirements for decision-making by the agencies' respective governing bodies, they will constitute additional documentation. As more countries engage in similar innovations, United Nations organizations will need to respond more quickly to the need for country-level guidance and adjustments to rules and regulations.

46. The United Nations Development Group position paper entitled "The role of the United Nations in a changing aid environment" (January 2008) further articulates the United Nations development system's support to the key principles of the Paris Declaration on Aid Effectiveness. The paper establishes the role of the United Nations development system as neither that of a major financier nor that of a traditional donor, but one that supports the development of national capacity around global norms and standards.

47. In order to enhance the pace of progress in aid reforms and improve the quality of dialogue with donors, UNDP and the World Bank are advocating a shift in the Government/donor dialogue framework to an approach that is focused on linking the national development strategy, including the poverty reduction strategy, to the medium-term expenditure framework. This approach affords greater opportunities for the United Nations development system to assist in strengthening national capacities to design, cost, plan and finance national development strategies, including poverty reduction strategies.

48. The United Nations development system and the World Bank are also collaborating in the development and implementation of joint assistance strategies, under which framework they complement each others' programmes.

System-wide support and participation in the resident coordinator system

49. The increased complexity of situations in programme countries, the emergence of new and expanding mandates from international agreements and the urgency of implementing reforms in operational activities have all been reflected in an enhanced framework for the functioning of the resident coordinator system, including the management and accountability framework for the United Nations development and resident coordinator system together with the resident coordinator system management framework. Those frameworks and tools spell out the specific accountabilities of all key actors in the management of the resident coordinator system.

50. There is increased participation by United Nations organizations in decision-making and coordination in the conduct of business at all levels in the United Nations development system. The extent and degree of participation by United Nations organizations depends on the presence, location, capacity and commitment to inter-agency work. The establishment by the United Nations Development Group in mid-2008 of an Advisory Group, comprising 13 members to advise its Chair on the management and oversight of the resident coordinator system, implementation of the triennial comprehensive policy review, and the United Nations Development Group coordination mechanisms has widened the previous executive committee mechanism, which comprised four agencies.

51. At the regional level, some regional directors' teams are expanding from a core group comprising UNDP, the United Nations Population Fund (UNFPA), the United Nations Children's Fund (UNICEF) and the World Food Programme (WFP) to as many as 15 agency representatives.

52. At the country level, the United Nations Development Group aims to institutionalize the wider engagement of non-resident agencies through accountability measures for the resident coordinator system at the country level. Accountability measures for commitments by non-resident agencies also need to be put in place.

Alignment of the strategic planning cycles of the funds and programmes with the comprehensive policy review

53. Some agencies, including UNIDO and UNICEF, have already made adjustments to their planning processes and cycles in alignment with the new quadrennial cycle of the comprehensive policy review of operational activities for development. Other agencies (UNDP, UNFPA, WFP, UNIFEM, UNESCO) expect to take up the subject at their annual board sessions in May and June 2009. Other agencies (FAO, the Economic and Social Commission for Western Asia (ESCWA)) do not need adjustment, while others might have difficulties.

B. Regional dimensions

54. The two main inter-agency mechanisms at the regional level are the regional coordination mechanism, mandated by the Economic and Social Council and convened by the regional commissions, and the regional directors teams within the United Nations Development Group machinery. In July 2008, CEB considered a report on the synergy and complementarities between the regional coordination mechanisms and regional directors teams on the division of labour between those mechanisms, and is continuing the discussion on how to maximize the synergy between them.

55. The regional directors teams are developing workplans and streamlining their organizational arrangements in order to provide coherent technical support to and performance oversight of resident coordinators and United Nations country teams, including through performance appraisal, within the respective regions. Owing to increased expectations for the role of the regional directors teams, capacity assessments will be conducted to determine the nature and level of resources they will need in providing support to some 90 countries with their United Nations development assistance frameworks in 2009-2010.

56. The engagement of the regional commissions in the common country assessment and the United Nations Development Assistance Framework processes has increased and, in a few cases, they have become signatory to United Nations development assistance frameworks (e.g., Maldives). In response to new and increased mandates, including the provision of support to United Nations country teams, the regional commissions are strengthening their coordination capacities.

C. Transaction costs and efficiency

57. Notable progress towards the simplification and harmonization of business practices has been achieved both system-wide and at the country levels. The CEB/High-level Committee on Management plan of action has provided a road map for the development of a comprehensive response in the area of management and administration. Some quick-win projects have already demonstrated tangible results. For example, United Nations system organizations have agreed to use a rate of 7 per cent of programme support costs for multi-donor trust funds as well as for multiagency country-level joint programmes. Some United Nations country teams, especially in the "Delivering as one" pilot countries, have reported achieving efficiency gains through co-location in common premises and adoption of common services. A systematic approach to the assessment of savings is still being developed. Procedures and rules have been further harmonized, with the most concrete results achieved in the fields of finance and budget as well as information and communications technology. The "Delivering as one" pilots have provided a platform for the testing of innovative solutions for possible system-wide application and have added to the sense of urgency for further simplification and harmonization of business practices. However, many procedures used in the United Nations system require further harmonization, and funding constraints could cause some delays on projects under the CEB/HLCM plan of action. A separate report on simplification and harmonization of the United Nations development system (E/2009/61) will be submitted to the Council.

D. Country-level capacity of the United Nations development system

58. In 2007, the majority of staff of the United Nations development system (in both the Professional and General Service categories) was located in the field. Many funds, programmes and specialized agencies and other entities of the United Nations system have launched human resources strategies and policies that aim to best respond to the needs of member countries, as well as to mobilize and retain the most skilled staff and to promote mobility, acquisition of skills and career development. An important challenge is the harmonization of human resources procedures across the United Nations system. The CEB plan of action would make it possible to advance in that direction. In 2009, in accordance with General Assembly resolution 63/250, the United Nations introduced a new set of staff contracts that would vary only by duration of service, with one set of staff rules mirroring the previous 100 series, in order to integrate staff in the field and at Headquarters. The International Civil Service Commission is examining the Secretary-General's proposals on the One United Nations contract and working towards its implementation system-wide, which will require approval by the respective governing bodies of the organizations. The Council has before it a detailed report on human resources challenges within the United Nations system at the country level (E/2009/75).

E. Evaluation of operational activities for development

59. Country evaluations involve national partners and also often make use of national expertise. An independent evaluation of the role and contribution of the United Nations system has been carried out jointly by South Africa and the United Nations Evaluation Group.

60. While much support is provided in strengthening national monitoring systems, there is scope for doing more to develop national capacities as part of operational activities for development.

61. The United Nations Evaluation Group is continuing to pursue harmonization of evaluation practices across the system; to bring evaluation practices up to standard, and to professionalize evaluation capacities. Several organizations and entities lack the regular allocations and budgets necessary to undertake evaluation activities.

62. There is broad recognition of the need to establish a strengthened mechanism to manage and implement system-wide evaluations. CEB is discussing the best modalities for doing so, in consultation with the Joint Inspection Unit. This issue is also being pursued in the context of the informal consultations of the General Assembly on system-wide coherence.

63. At the country level, agencies are moving towards results-based management and results-based reporting regarding the United Nations Development Assistance Framework. Formulation of the outcomes and measurement of the results and indicators of the Framework still need further improvement. Support is being provided by the United Nations Development Group in those areas, including the development of a common monitoring and reporting system for the United Nations Development Assistance Framework.

64. In response to the request of CEB for an evaluation of the "Delivering as one" programme pilots, the United Nations Evaluation Group presented an evaluability assessment in August 2008 as the first phase of its proposed three-phased approach, which was planned to include a process evaluation in 2009 and an impact evaluation in 2010. The evaluability assessment has identified the need to strengthen the evaluation capacity in the pilot countries. The United Nations Evaluation Group is awaiting further guidance from Member States on the mandated independent evaluation of the "Delivering as one" programme so as to avoid duplicative activities in its work in this area.

65. In line with the mandate of the triennial comprehensive policy review, the Department of Economic and Social Affairs, in cooperation with the Government of Mozambique as host country, the United Nations Evaluation Group and the United Nations Development Operations Coordination Office, organized a seminar in May 2008 to exchange experiences among the "Delivering as one" programme pilot countries and other countries with similar initiatives, which resulted in the issuance of the Maputo statement, which was submitted to the Council at its substantive session of 2008 (see A/63/85-E/2008/83, annex).

F. Follow-up

66. The General Assembly, in paragraph 140 of its resolution 62/208, reaffirmed that the governing bodies of the funds, programmes and specialized agencies of the United Nations development system should take action for the full implementation of the resolution. It also reaffirmed that annual reports of the funds and programmes to the Economic and Social Council should include appropriate reflections on the implementation of resolution 62/208. The Executive Board of UNICEF has requested that in future reports to the Council, the Executive Director of the Fund include recommendations on further improving the implementation of resolution 62/208. The reports of UNDP, UNFPA, UNICEF and WFP to the Council include information on the implementation of the triennial comprehensive policy review. Other agencies, such as WHO, FAO, UNIDO, the International Fund for Agricultural Development and ESCWA, report to their governing bodies on implementation of the triennial comprehensive policy review, as called for by resolution 62/208.

VI. Actions taken by the United Nations system to implement resolution 62/208

67. The implementation of resolution 62/208 is presented in the form of a matrix (see annex), which focuses on the implementation of the management plan submitted to the Economic and Social Council at its substantive session of 2008 (E/2008/49). The format of the matrix aims to emphasize the results-based orientation of the report through better delineation of:

(a) Policy directions (column 1);

(b) Planned management actions (column 2);

(c) Targets, benchmarks and time frames (column 3);

(d) Performance indicators and planned results (column 4);

(e) Reporting on progress made (column 5).

68. The first three columns are derived largely from the management plan. As requested by the Council, the present report reflects strengthened efforts to identify results and fine-tune targets, benchmarks and time frames (Economic and Social Council resolution 2008/2, para. 7).

69. The management plan has helped ensure that the triennial comprehensive policy review guides the work of the relevant inter-agency and interdepartmental bodies and their impact on the work of the funds, programmes, specialized agencies and other parts of the United Nations system.

Annex

Management process for the implementation of resolution 62/208

Focus area **Section I: overall approach to the role and functioning of the United Nations system's development cooperation in support of national development priorities and strategies of programme countries and the achievement of the internationally agreed development goals**				
Policy directions from resolutions 62/208 and 63/232	*Action(s)*	*Target(s)/benchmark(s)/ time frame(s)*	*Performance indicator(s)/ planned result(s) (2008/2009)*	*Progress*
Direction I.1 Paragraph 2 of resolution 62/208	**Action I.1** The United Nations system and CEB[a] (HLCP, HLCM, UNDG) to accelerate implementation of the 2004 triennial comprehensive policy review within the 2008-2010 management process	**Target I.1** Ongoing actions in line with resolution 59/250 are completed within 2008-2010 to achieve planned targets and benchmarks	**Planned result** UNDG workplan (2008-2010) formulated taking into account requests of the triennial comprehensive policy review 2004 and 2007 (second quarter of 2008 through fourth quarter of 2009)	In their workplans for 2008-2010, CEB pillars incorporate requirements as called for in the 2004 and 2007 triennial comprehensive policy review to accelerate implementation
Direction I.2 Paragraph 8 of resolution 62/208	**Action I.2** UNDG to assess the need for further actions by it and/or UNCTs to enhance engagement with civil society, NGOs and the private sector, also taking into account the special relationship of certain United Nations system agencies vis-à-vis civil society (e.g., ILO tripartite structure of Government-employers-workers organizations)	**Target I.2** UNCTs have country-specific strategies or mechanisms for civil society, NGO and private sector engagement in programming processes in close cooperation and consultation with host Governments	**Performance indicators** • Status of guidance and tools to enhance engagement with civil society and NGOs • Number of civil society advisory committees and civil society focal points established	• Sections of updated CCA/UNDAF guidelines on engaging partners strengthened/approved by UNDG • Civil society advisory committees established in 12 countries (June 2008)

[a] The response of CEB to the triennial comprehensive policy review will be organized through its subsidiary machinery.

			Planned results • UNDG guidance/tools for strengthening stakeholder engagement in programming process developed (third quarter of 2009) • Support to recruitment of civil society organization focal points in RC offices	• 45 UNCTs designated a civil society focal point (April 2008) • UNDG initiated preparation of guidance for improving stakeholder engagement
Direction 1.3 Paragraph 12 of resolution 62/208	**Action 1.3** CEB and its mechanisms, especially UNDG, to keep country-level coherence, efficiency and effectiveness of development cooperation under continuous review	**Target 1.3** Streamlined division of labour among CEB coordination mechanisms, especially with regard to coherence in country-level processes	**Performance indicators** • Alignment and coordination of HLCP, HLCM and UNDG terms of reference, workplans and agendas • Institutionalization of cooperation among CEB pillars **Planned results** • Terms of reference, workplans and agendas of HLCP, HLCM and UNDG aligned and continuously reviewed to ensure synergy and complementarities (first quarter of 2008 through fourth quarter of 2009) • Mapping of UNDG, HLCM and HLCP subsidiary machinery conducted to identify overlaps, gaps and synergy (fourth quarter of 2009)	• Revised terms of reference and methods of work of HLCP and UNDG adopted to streamline division of labour • Revised UNDG statement of purpose approved June 2008 • Chairs and vice-chairs of CEB pillars have met regularly on topics to be addressed by CEB • UNDG working groups streamlined • One staff member from UNDG/DOCO seconded to CEB secretariat in 2008 • Coordination and information sharing strengthened through regular meetings of the CEB secretariat and DOCO, including on committees' work programmes

			• CEB to assess progress made in the ongoing review of its role and functioning at its second regular session (2009)	• Stocktaking of initiatives in business operations undertaken by HLCM and UNDG to ensure coherence and coordination • Review of country-level coherence, efficiency and effectiveness of development cooperation conducted through annual resident coordinator reports and other reports/evaluations
Direction I.4 Paragraph 10 of resolution 62/208	**Action I.4** Ensure that all new UNDAFs show the direct linkage to national plans and priorities and are developed with clear Government leadership and in line with national planning and programming cycles, with the involvement of all relevant stakeholders at the national level, as directed in UNDAF guidelines	**Target I.4** All new UNDAFs aligned with national development plan, including poverty reduction strategy papers	**Performance indicator/ planned result** See direction IV.A-1	See direction IV.A-1
Direction I.5 Paragraph 13 of resolution 62/208	**Actions I.5** (a) Ensure that UNDAF guidelines guarantee that the planning processes of the Framework are inclusive and open to all United Nations entities	**Target I.5** Increased utilization of resources and expertise of NRAs and specialized agencies in UNDAF and other programming processes	**Performance indicators** • Increased participation of NRAs in common country programming processes • Status of implementation of UNDG workplan on NRAs (2009-2011)	• Updated CCA/UNDAF guidelines further highlight an inclusive process

	(b) Building on recommendation of the UNDG working group on NRAs, pursue further efforts to maximize opportunities for country-level participation of NRAs and specialized agencies (see also III.4-A)		**Planned results** • CCA/UNDAF guidelines updated to ensure inclusive planning process accessible to all United Nations entities (first quarter of 2009) • 2009-2011 NRA workplan updated, implemented and monitored (first through fourth quarters of 2009) • Enhanced dissemination of NRA information, guidance and resources (first and second quarters of 2009)	• External assessment of NRA implementation plan commissioned by DOCO completed January 2008 • NRA workplan (2009-2011) adopted by UNDG to address gaps • Resident coordinator induction programme modified to ensure introduction on NRAs (2007) • 14 NRA analyst positions funded in 8 "Delivering as one" pilots and 6 other countries (2008, 2009) • Work initiated on NRA database on the UNDG website for enhanced dissemination of NRA information • Resident coordinators informed of NRA implementation plan • Updated functions of resident coordinator and resident coordinator/UNCT performance appraisal system include involvement of NRAs • More than 9 NRAs participated in Delivering as one in some countries

Direction I.6	Actions I.6	Targets I.6	Performance indicators	
Paragraph 14 of resolution 62/208	(a) Conduct review of progress in the implementation of UNDG action plan on MDGs 2006-2008 (b) HLCP to continue efforts to achieve system-wide coherence in meeting IADGs	(a) All new UNDAFs and operational activities respond to national development goals/priorities in line with the internationally agreed development goals, including the MDGs, as reflected in UNDAF and country programme outcomes/results (b) System-wide approaches and recommendations developed for enhanced coherence in specific programme areas	• UNCTs, including those developing new UNDAFs, will have CCA/UNDAF that are more focused on scaling up of MDGs • Access to pool of in-house policy and technical advisers of United Nations agencies • Status of reviews of system-wide approaches and progress in implementation of UNDG action plan on Millennium Declaration/ MDGs 2006-2008 • Number of UNDAFs aligned with national priorities and MDGs **Planned results** • UNDG policy network for MDGs providing high-quality and timely United Nations joint technical support to UNCTs (fourth quarter of 2009) • UNDG guidance note on country reporting on MDGs updated (third quarter of 2009)	• UNDG policy network for MDGs operational in 2008; on-the-ground support for implementation of MDGs provided to 7 UNCTs • The policy network produced good practices documentation on scaling up of MDGs in sub-Saharan Africa • Development of policy network web portal under way (www.undg-policynet.org) • 115 UNCTs reported supporting Governments in speeding implementation of MDGs through analysis and policy advice; 67 UNCTs reported assisting Governments drawing up or acting on MDG-based national development plans or poverty reduction strategies • 141 countries produced 210 MDG reports (as of May 2008)

			• Assessment of progress in implementation of UNDG action plan on Millennium Declaration/ MDGs 2006-2008 conducted (fourth quarter of 2009)	• UNDG/MDG policy network business plan for 2009-2010 developed with aim to have at least 150 agency advisers rostered for joint technical advisory support to UNCTs between 2009-2010 • System-wide approaches to addressing the economic crisis, the food crisis, climate change and relations between the inter-agency and inter-governmental processes coordinated by CEB/HLCP
Focus area **Section II: funding for operational activities of the United Nations development system**				
Key result area **Section II: funding for operational activities of the United Nations development system**				
Policy directions	*Actions*	*Target(s)/benchmark(s)/ time frame(s)*	*Performance indicator(s)/ planned result(s) (2008/2009)*	*Progress*
Direction II.0 Paragraphs 17 and 31 of resolution 62/208	**Action II.0** Increase official development assistance	**Target II.0** Official development assistance commitments are met	**Performance indicators** • Volume of official development assistance • Official development assistance as a percentage of gross national income	In 2008, official development assistance increased by 10.2 per cent in nominal terms to $119.8 billion; 0.30 per cent of combined gross national income of members of the Development Assistance Committee of the Organization for Economic Cooperation and Development

			Planned results • Developed countries fulfil official development assistance targets (0.70 per cent of gross national income, with 0.15/0.20 per cent of gross national income to least developed countries) • Some developed countries reach 0.7 per cent target by 2015 and 0.5 per cent by 2010	
Direction II.1 Paragraphs 23 and 29 of resolution 62/208; paragraphs 5, 6, 7, 8, 9, 12 and 16 of resolution 63/232	**Action II.1** Strengthen efforts to raise core resources	**Targets II.1** (a) Improved quantity and quality of resources for the operational activities of the United Nations system (b) Trends in core/regular and non-core resources are included for information in the annual meetings of governing bodies of United Nations development agencies	**Performance indicators** • Fulfilment of resource mobilization target of medium-term strategic plans of agencies • Proportion of core funding in overall funding • Adoption of resource mobilization strategies to raise core resources **Planned result** Resource mobilization strategies addressing increase in share of core resources and predictability through multi-year pledging of United Nations agencies implemented as planned	(See the report of the Secretary-General on comprehensive statistical analysis of the financing of operational activities for development of the United Nations system for 2007 (A/64/75-E/2009/59)) • Contributions to operational activities of the United Nations system increased by 2 per cent in real terms in 2007; core funding in 2007 remained at 29 per cent of total funding • Trends in core and non-core resources included in UNDP, UNFPA, UNICEF and WFP documents for executive boards

					• **ILO** reports regularly on trends in regular budget (core), regular budget supplementary account (core-voluntary) and extrabudgetary (voluntary) contributions to its governing body • **UNDP** adopted integrated resources framework of strategic plan in 2007 • **UNFPA** achieved annual targets set for core resources in 2007; resource mobilization at the country level facilitated by special toolkit launched in 2007 • **UNCDF** intensified consultations with donor countries to broaden donor base and achieve predictability • **UNIFEM** approved new resource mobilization framework in January 2008 to increase regular contributions and the number of donors to 100 countries by 2011 • **UNICEF**, as part of its resource mobilization strategy, is investing in partnerships with emerging donors

				• **WFP** approved private-sector partnership and fund-raising strategy in 2008 • **FAO** approved its plan of action for 2009-2011 in 2008, with new results-based framework on resource mobilization • **WHO** created a dedicated core voluntary contribution fund to handle core voluntary contributions within systematic framework • **ILO** introduced a regular budget supplementary account, allowing donors to make unearmarked voluntary contributions above those assessed • **UNESCO** launched a complementary additional programme on projected/targeted extrabudgetary activities in 2008 to mobilize extrabudgetary contributions • **UNV** is broadening and diversifying its donor base, including contributions from emerging/non-traditional donors

Direction II.2 Paragraph 23 of resolution 62/208	**Action II.2** Develop proposal on harmonized cost-recovery approaches for approval by relevant United Nations governing bodies	**Target II.2** Finalize inter-agency agreement on definitions, approaches and levels of cost-recovery	**Performance indicator** See direction IV.C-6	See direction IV.C-6
Direction II.3 Paragraphs 26 and 27 of resolution 62/208	**Actions II.3** (a) United Nations system to implement the United Nations action plan for the implementation of the Brussels Programme of Action during the remainder of the decade (b) UNDG to review the role of the United Nations development system in middle-income countries	**Targets II.3** • Progress made in key actions in the Plan • Review on middle-income countries completed by UNDG by end 2009	**Performance indicators** • Status of UNCTs support to country implementation of the Brussels Programme of Action • Expenditures of United Nations system on operational activities in the least developed countries • United Nations agencies adopt strategic planning frameworks/policies that focus on the least developed countries • Status of review of role of United Nations development system in middle-income countries **Planned results** • United Nations action plan for implementation of the Brussels Programme of Action for the least developed countries (2007-2010) endorsed and disseminated to UNCTs (third quarter of 2008) (DOCO)	• United Nations action plan for further implementation of the Brussels Programme of Action endorsed by UNDG in September 2008 and sent to resident coordinators/UNCTs for appropriate support • Total expenditure of the United Nations system on operational activities in the least developed countries doubled since 2002; top 10 recipients of United Nations expenditure on operational activities as a percentage of gross national income in 2007 were least developed countries • **OHRLLS** organized events to promote the mainstreaming and the implementation of the Brussels Programme of Action

• UNDG position paper on the role of the United Nations system on middle-income countries developed (fourth quarter of 2009) (UNDG)	• **UNCTAD and UNDP** provided capacity development support to 40 least developed countries within the Integrated Framework for Trade-related Technical Assistance to Least Developed Countries • **UNIDO** convened a ministerial meeting on the theme "How can aid-for-trade transform least developed countries?" (November 2007), which adopted the Vienna Ministerial Declaration of the Least Developed Countries • **WFP** to allocate at least 50 per cent of its development resources to the least developed countries in the 2008 consolidated framework of its policies • **UNCTAD** established a trust fund for implementation of its trade-related technical assistance to the least developed countries • **FAO** technical cooperation programme continued to prioritize least developed countries	

				• **UNDG** review of the role of the United Nations system in middle-income countries was initiated by collecting and assessing position papers of and case studies carried out by several agencies and regional teams
Direction II.4 Paragraph 28 of resolution 62/208; paragraphs 3, 4 and 13 of resolution 63/232	**Actions II.4** The Department of Economic and Social Affairs will: (a) Work with the United Nations entities and CEB (HLCM, UNDG) to improve the coverage and quality of financial data on operational activities of the United Nations system (b) Initiate work to improve definitions and classifications of system-wide financial data	**Targets II.4** (a) By the next comprehensive policy review, the Department of Economic and Social Affairs will have developed workplans with an increasing number of entities of the United Nations system towards improving the collection and presentation of their financial data (b) Report submitted to the Economic and Social Council in 2008 to include a concise assessment of progress made and a description of planned activities	**Performance indicators** • Number of United Nations entities reporting to the Department of Economic and Social Affairs on funding for operational activities for development • Agreements with United Nations agencies regarding harmonization of data **Planned results** • Financial data for the most recent completed year in the annual statistical report to the Economic and Social Council (second quarter of 2009)	See the report of the Secretary-General on comprehensive statistical analysis of the financing of operational activities for development of the United Nations system for 2007 (A/64/75-E/2009/59) Further progress needed on consultations on terminology and classification of humanitarian versus development shares of operational activities

	(c) Coordinate with the work of the HLCM on harmonization of data warehouses (see Action IV.C-6 (b))	(c) UNDP reports by 2010 on United Nations system technical cooperation and its statistical addendum merged with the Department of Economic and Social Affairs statistical analysis of financing of operational activities for development (d) Measurement of thematic trust funds, multi-donor trust funds and other voluntary funding mechanisms included in the report of the Secretary-General	• Financial data on funding for operational activities received directly from 36 United Nations entities (fourth quarter of 2009) • Analysis and measurement of funding received by the United Nations system through multi-donor trust funds and other flexible funding mechanisms (second quarter of 2009) • Analysis and measurement of donor concentration (second quarter of 2009) • Analysis and measurement of the amount of and trends in funding to the United Nations system from private funds (second quarter of 2009) • Consultation with United Nations specialized agencies on appropriate terminology to classify contributions (fourth quarter of 2009) • Subclassification of distinct components of humanitarian and development shares of operational activities	

Direction II.5	Action II.5	Target II.5	Performance indicator	
Paragraph 29 of resolution 62/208 and paragraph 16 of resolution 63/232	The Secretary-General to submit a report to the General Assembly at its sixty-third session on relevant actions taken to improve quantity and quality of funding for operational activities of the United Nations system (see para. 30)	The Secretary-General's initiative launched	Initiatives launched by the Secretary-General **Planned results** • The Secretary-General's reports on funding submitted to the General Assembly at its sixty-third session • Actions initiated by the Secretariat following adoption by the General Assembly of resolution on the basis of the Secretary-General's paper on funding for system-wide coherence	• The Secretary-General submitted a report on trends in contributions to operational activities for development of the United Nations system and measures to promote an adequate, predictable and expanding base of United Nations development assistance (A/63/201) to the General Assembly at its sixty-third session • On a number of occasions, the Secretary-General raised awareness of the need to increase financing for development, including commitments to official development assistance, at the High-level Event on MDGs, the International Conference on Financing for Development, held in Doha from 29 November to 2 December 2008, and the Group of Twenty Leaders Summits on financial markets and the world economy held in Washington, D.C., on 14 and 15 November 2008 and in London on 2 April 2009, as well as CEB meetings (CEB adopted communiqué in April 2009)

				• Working paper on strengthening the system-wide funding architecture of operational activities of the United Nations for development submitted to the General Assembly (second quarter of 2009)
Direction II.6 Paragraph 33 of resolution 62/208	**Action II.6** Introduce common system for UNCTs, for planning, monitoring and reporting results with due regard for national systems	**Target II.6** A common results-based planning, monitoring and reporting system for use at the country level will be piloted in 2008, on the basis of which a road map for implementation will be developed	**Performance indicator** Progress on development of UNDAF results-based monitoring and reporting tool for resident coordinators/UNCTs **Planned results** • UNDG action plan to address systemic results-based management issues developed; implementation start in 2008 (first quarter of 2008) • Results-based management situation analysis conducted, resulting in results-based management action plan (second through fourth quarters of 2009) • Monitoring and evaluation section in CCA/UNDAF guidelines updated (second and third quarters of 2009)	• Results-based management situational analysis study completed (2008); key issues on reporting at the country level identified • Results-based management action plan developed and being implemented to harmonize results-based reporting and strengthen UNCT capacities for results-based management • UNDAF monitoring and evaluation section updated in CCA/UNDAF guidelines to strengthen UNDAF monitoring and annual review process • Review and update resident coordinator annual report guidelines

		• Good practices identified in UNDAF annual review reports (second quarter of 2009) • Improved resident coordinator annual report format (fourth quarter of 2009) • Harmonized United Nations results-based reporting prototype developed (third quarter of 2009) • United Nations-wide results-based management manual, tools and modules provided to UNCTs/resident coordinators (second quarter of 2009) • Regional mechanisms/RDTs to support national results-based management capacity as part of UNDAF process (third quarter of 2009)	• Based on the results-based management action plan, work initiated to develop updated results-based management training package as well as a United Nations results-based management manual	

Direction II.7 Paragraph 14 of resolution 63/232	**Action II.7** Recognizing the complexity of the international aid architecture, explore ways to engage with other development partners in order to strengthen their complementarity and the implementation of their mandates	**Target II.7** United Nations development organizations develop strategies to engage with other development partners	**Performance indicator** Number of partnership strategies developed and operational **Planned result** Partnership strategies operational	• UNDP strengthened engagement with foundations (2007 and 2008) in more than 60 countries • UNICEF develops a partnership strategy for review by its Executive Board • Partnership strategies elaborated in WFP strategic plan for 2008-2011 • UNESCO partnership with national commissions and national parliaments strengthened • WHO draft policy guidelines in global health partnerships under way • UNV has prepared a template memorandum of understanding for its partnerships with United Nations entities
Direction II.8 Paragraph 15 of resolution 63/232	**Action II.8** Mobilize and allocate resources on the basis of a strategic plan, including a multi-year resource programming framework	**Target II.8** The link between funding and results strengthened in strategic planning frameworks	**Performance indicator** Resource mobilization and allocation aligned with multi-year results and resource frameworks	More UNDG organizations are adopting a multi-year results programming framework, although with varying time frames; most frameworks have funding component

			Planned result Improvement in United Nations agencies multi-year resource programming framework in line with best practices	
Direction II.9 Paragraph 10 of resolution 63/232	**Action II.9** Broaden donor base and reduce reliance on limited number of donors	**Target II.9** United Nations development organizations take measures to broaden donor base	**Performance indicators** • Number of donors • Percentage of resources received from top 10 donors	See the report of the Secretary-General on comprehensive statistical analysis of the financing of operational activities for development of the United Nations system for 2007 (A/64/75-E/2009/59)
Focus area **Section III: contribution of the United Nations operational activities to national capacity development and development effectiveness**				
Key result area **Section III.A: capacity-building and development**				
Policy directions	*Actions*	*Target(s)/benchmark(s)/ time frame(s)*	*Performance indicator(s)/ planned result(s) (2008/2009)*	*Progress*
Direction III.A-1 Paragraphs 35 and 36 of resolution 62/208	**Action III.A-1** Disseminate UNDG capacity assessment methodology to promote a coherent approach in supporting capacity development efforts of programme countries, including through the CCA and UNDAF processes. It will be shared and discussed with national partners, including with line ministries, when supporting their capacity assessment exercise	**Targets III.A-1** (a) All UNDAFs articulate capacity development of national institutions as key results in supporting programme countries to achieve the internationally agreed development goals (b) National capacity assessment methodology rolled out to all UNCTs and shared with national partners starting with countries developing a new UNDAF in 2009	**Performance indicator** Utilization by UNCTs of UNDG capacity assessment methodology **Planned result** Capacity assessment methodology rolled out (second quarter of 2008)	• Capacity development is stressed in the updated CCA/UNDAF guidelines, additional tools to be provided in 2009/2010 • Capacity assessment methodology approved by UNDG rolled out to UNCTs in 2008

Direction III.A-2 Paragraphs 37, 38 and 42 of resolution 62/208	**Actions III.A-2** (a) At countries' request, UNCTs to continue and enhance capacity-building for national development planning, programming, monitoring and evaluation institutions as part of UNDAF results framework (b) Efforts enhanced to effectively mainstream capacity development principles in UNDAF See action IV.E-2 (b) regarding evaluation framework and approaches	**Targets III.A-2** (a) Programme countries assisted with improvements in their development planning, programming, monitoring and evaluation during 2008-2010 (b) UNCTs are supported in enhancing their support to national capacity development See target IV.E-2	**Performance indicators** • UNDAFs reflect capacity development results in planning, programming, monitoring and evaluation • UNCTs receiving support package on capacity development **Planned results** • Training module on UNDG approach to supporting capacity development produced (second quarter of 2009) • UNCTs supported in national capacity development work (first to fourth quarters of 2009)	• Updated CCA/UNDAF guidelines indicate United Nations system mandates on capacity development • Development of draft version of revised capacity development module in UNSSC e-learning kit developed
Direction III.A-3 Paragraphs 39 and 41 of resolution 62/208	**Actions III.A-3** (a) Continue to support HACT by funds and programmes and those UNCT members choosing to do so, strengthening collaboration with specialized agencies in this regard	**Targets III.A-3** (a) UNCTs have a better understanding of the link between HACT and national capacity-building and increase the use of HACT (b) UNCTs to have made clear progress on these actions by the next comprehensive policy review	See direction IV.C-2	See direction IV.C-2 • No indicator reported on use of national expertise • United Nations system organizations have various guidelines and programmes for implementation of nationally executed projects (see JIU/REP/2008/4)

	(b) UNCTs build up rosters of national experts and network of national expertise for engagement in United Nations-assisted capacity-building activities (c) UNCTs to work with national Governments to improve capacity of their procurement systems so the United Nations can use them See action IV.C-2			
Direction III.A-4 Paragraph 43	**Action III.A-4** United Nations organizations to use joint programming opportunities in UNDAF to collaborate on capacity development, contributing their respective expertise and using system-wide frameworks/tools (e.g. CEB toolkit on mainstreaming employment and decent work)	**Target III.A-4** All new common country assessments and other analytical work will include national capacity assessment; UNDAFs will articulate the United Nations role in building capacity, including contributions by different organizations/agencies in joint programmes	**Performance indicators** • CCAs contain capacity assessments • Use of joint programmes for coherent implementation of capacity development under UNDAF **Planned results** • System-wide frameworks/ tools on capacity development accessible to UNCTs through the CCA/UNDAF guidelines and/or UNDG toolkit (first quarter of 2009)	• Updated CCA/UNDAF guidelines make mandatory common country assessments and other analytical work include national capacity assessments • UNCTs have 610 joint programmes (2008); 230 joint programme proposals developed for MDG Achievement Fund of Spain • CEB toolkit on decent work integrated into updated CCA/UNDAF guidelines

			• CEB toolkit on employment and decent work and other normative tools integrated into CCA/UNDAF guidelines (first quarter of 2009)	• Updated CCA/UNDAF guidelines added the mainstreaming of indigenous issues and disaster risk reduction
Direction III.A-5 Paragraph 44 of resolution 62/208	**Actions III.A-5** (a) UNDG to review how the United Nations system can better support implementation of measures to improve aid effectiveness; (b) Guidance to be developed on indicators on aid effectiveness relevant to the United Nations system at the country level, including the UNDAF processes, taking into account the upcoming review of the Paris Declaration and new guidance from review of the Monterrey Consensus, as appropriate; (c) Implementation of HLCM plan for the harmonization of business practices	**Targets III.A-5** • UNDG-HLCM to provide specific targets on (a) for 2008-2010 • By 2009 UNDAFs will include indicators on implementation of aid effectiveness commitments of the United Nations system • Clear progress made in the implementation of harmonization measures as per the plan	**Performance indicators** • Progress on targets in UNDG action plan on implementation of the Paris Declaration on Aid Effectiveness • Progress in development of UNDG guidance note on the engagement of UNCTs in the changing aid environment • Progress in development of guidance on reflecting aid effectiveness commitments in UNDAF indicators • Progress on CEB Plan of Action for the Harmonization of Business Practices in the United Nations System **Planned results** • UNDG action plan revised and updated to reflect commitments in Accra Agenda for Action and the Doha Declaration on Financing for Development (first quarter of 2009)	• UNDG participated at the Accra High-level Forum on Aid Effectiveness with a system-wide platform • Progress reviewed on targets in UNDG action plan on implementation of the Paris Declaration on Aid Effectiveness; UNCT performance in 2008 Paris survey analysed • Draft guidance note on the engagement of UNCTs in the changing aid environment being developed (see IV.C-2); inter-agency workshop convened in February 2009 on finalization of the guidance note, revision of the action plan, and development of guidance on UNDAF indicators on aid effectiveness commitments

			• Guidance note on the engagement of UNCTs in the changing aid environment developed and rolled out (second quarter of 2009) • Guidance on reflecting aid effectiveness commitments in UNDAF developed and rolled out • Implementation of CEB plan of action (first to third quarters of 2009)	• Nearly all 19 scheduled action points/ deliverables in the CEB plan of action for harmonization of business practices are ongoing, 4 of which are completed • Action points have been prioritized; preparatory work is ongoing in order to facilitate implementation when extrabudgetary funding becomes available
Direction III.A-6 Paragraphs 45 and 46 of resolution 62/208	**Actions III.A-6** (a) HLCP to pursue its review of how the United Nations system can best respond to capacity development challenges in science and technology, including those in the 2005 World Summit and the World Summit on the Information Society (b) UNDG will encourage UNCTs to include technological capacity development in their work on capacity development, with the agreement of national partners	**Targets III.A-6** (a) HLCP review undertaken in 2009 (b) UNDG to develop guidance to UNCTs on technology capacity assessment by mid-2010 (c) Assessment of national technological capacity, including in common country assessments and analytical work, and gaps addressed in UNDAFs, if requested by Government and as appropriate	**Performance indicators** • Progress in HLCP review • UNCTs have guidance in responding to country demand for technological capacity development **Planned results** • HLCP review undertaken in 2009 • Draft guidance to UNCTs on technological capacity development (fourth quarter of 2009)	• HLCP relaunched initiative in March 2009 to strengthen the role of the United Nations system in mainstreaming science and technology in national development strategies. Initiative will be led by the United Nations Group on the Information Society • UNDG and HLCP to establish appropriate links

Direction III.A-7	Actions III.A-7	Targets III.A-7	Performance indicators	
Paragraph 47 of resolution 62/208	(a) UNDG to establish a capacity development network to share system-wide information on capacity development activities (b) Dissemination of UNEG evaluation findings on capacity development	(a) UNDG capacity development network functional by 2009 (b) Lessons learned on capacity development from evaluations done by United Nations agencies made available and shared with UNCTs	• Status of UNDG capacity development network • Access by UNCTs to evaluation findings on capacity development of United Nations agencies **Planned results** • UNDG capacity development network functional (second and third quarters of 2009) • Lessons learned on capacity development from selected evaluations compiled for use by UNCTs	• Review and analysis of existing capacity development networks completed, with preliminary perspectives as to effectiveness and potential use for the United Nations development system • Inter-agency workshop held to expand UNDG core network for continued sharing of lessons and practices on capacity development
Key result area **Section III.B: South-South cooperation and development of national capacities**				
Direction III.B-1	**Action III.B-1**	**Target III.B-1**	**Performance indicator**	
Paragraph 48 of resolution 62/208	UNDAF guidelines to encourage UNCTs to promote South-South and triangular cooperation; results to be included in United Nations organizations' reporting	Increased use of and support to South-South and triangular cooperation as modality for United Nations system support to capacity-building efforts, where applicable, based on clear analysis	Availability of guidance for UNCTs to promote South-South and triangular cooperation in UNDAF **Planned results** • Framework for South-South and triangular cooperation to be considered by HLCP/CEB in 2009	• Revised CCA/UNDAF guidelines in 2009 encourage promotion of South-South cooperation and provision of advice on entry points; more detailed guidance on integrating South-South and triangular cooperation to be developed

			• Guidance on South-South and triangular cooperation for UNCTs produced (second quarter of 2009)	• ILO, UNCTAD, UNFPA and UNDP provide inputs on South-South cooperation for the UNDG guidance note on aid effectiveness
Direction III.B-2 Paragraphs 51, 52, 53 and 54 of resolution 62/208	**Action III.B-2** The Special Unit, in collaboration with other United Nations development organizations, will broaden the coverage of the Web of Information for Development to capture United Nations system-wide South-South and triangular cooperation activities, including evaluative studies of successes in capacity development at the country and regional levels	**Target III.B-2** The Web of Information for Development has broader system-wide coverage with United Nations organizations' contributions to South-South and triangular cooperation activities	**Performance indicator** System-wide implementation reported in the Web of Information for Development **Planned result** UNDP Special Unit for South-South Cooperation (based on Executive Board directive) to establish measurable targets covering those of the Special Unit, UNDP, the United Nations system organizations/ entities and countries and partners in the South	• The Unit has continued to expand its offering of rosters of experts to institutions, agencies and United Nations country offices around the world, moving from 40 to 69 rosters in 2008; linkages with the UNDP current knowledge networks are under way • The Special Unit has supported South-South mutual learning networks and centres of excellence • UNDP has online reporting by country offices on use of South-South solutions
Direction III.B-3 Paragraphs 49 and 53 of resolution 62/208	**Action III.B-3** Strengthen UNDP Special Unit for South-South Cooperation	**Target III.B-3** Strengthened support provided to the Special Unit	**Performance indicators** • Additional capacities in the Special Unit • Cooperation from other United Nations agencies planned result (2008/2009)	• The Special Unit for South-South Cooperation is developing a system-wide collaborative framework

					• The Special Unit is developing an innovative resource mobilization strategy • United Nations system-wide collaboration framework for support to South-South cooperation
Direction III.B-4 Paragraph 52 of resolution 62/208	**Action III.B-4** Conduct studies on approaches and potential of South-South cooperation to enhance development effectiveness	**Target III.B-4** Studies highlight potential of South-South cooperation	**Performance indicator** Studies conducted by 2008 and 2010 in the context of the Development Cooperation Forum and by 2012 in context of the quadrennial comprehensive policy review	Study on South-South cooperation reflected in the report of the Secretary-General to the Development Cooperation Forum (E/2008/69) and posted on the Forum's website; further study is planned	

Key result area **Section III.C: gender equality and women's empowerment**				
Policy directions	*Actions*	*Target(s)/benchmark(s)/ time frame(s)*	*Performance indicator(s)/ planned result(s) (2008/2009)*	*Progress*
Direction III.C-1 Paragraphs 56 and 57 of resolution 62/208	**Actions III.C-1** (a) Preparation of an action plan to operationalize the CEB strategy on gender mainstreaming within the United Nations system and continue actions to pursue gender equality and the empowerment of women, including through UNDG guidance to UNCTs on mainstreaming gender and programming for gender equality and women's empowerment at the country level (b) Monitoring of United Nations system-wide gender mainstreaming policies and strategies will be promoted through IANWGE	**Targets III.C-1** (a) IANWGE and UNDG Gender Task Force to review current guidelines on gender mainstreaming in country programmes and related support from headquarters in 2009 (b) Completion of the draft action plan in 2009 (c) IANWGE proposals on a system-wide gender mainstreaming monitoring and evaluation system to be submitted to CEB in 2009	**Performance indicators** • Status of guidelines and related support on gender mainstreaming in country programmes • Status of action plan • IANWGE decisions on promoting monitoring of gender mainstreaming **Planned results** • Guidelines on gender mainstreaming in country programmes and related support from headquarters reviewed (second quarter of 2009) • System-wide online gender awareness course material developed by IANWGE (fourth quarter of 2009) • UNEG guidelines on gender perspective in evaluation to be rolled out in several countries (fourth quarter of 2009)	• CCA/UNDAF guidelines update of 2009 contains stronger language on integrating gender equality and involving women's groups in CCA and UNDAF • Draft guidelines on integrating a gender and human rights perspective in evaluations in the United Nations system developed and submitted for endorsement by UNEG (early 2009) • Action plan to operationalize CEB strategy under preparation by IANWGE

Direction III.C-2	Action III.C-2	Targets III.C-2	Performance indicators	
Paragraph 60 of resolution 62/208	Updating of United Nations system tools and resources on gender issues such as: Resource Guide for Gender Theme Groups; training modules on gender mainstreaming for country teams; international roster of gender specialists	(a) Resources and tools updated and disseminated system-wide by end of 2009 (b) Feasibility study on the development of system-wide training modules and courses for gender experts and gender focal points by 2010	• Status of update of resources and tools • Status of feasibility study **Planned result** Feasibility study on system-wide training conducted (United Nations development system and UNSSC) (first quarter of 2010)	• Existing training packages, including hyperlinks to all relevant materials produced by the United Nations system, to be reviewed early 2009 • Feasibility study still to be initiated
Direction III.C-3	**Action III.C-3** See action III.C-1 Improve accountability by operationalizing UNCT Performance Indicators (Scorecard) for Gender Equality and Women's Empowerment and UNDG Users' Guide/self-assessment tool for UNCTs UNIFEM to provide technical expertise on gender equality and women's empowerment, when requested by the United Nations development system, including UNCTs	**Targets III.C-3** See III.C-1 (a) UNDAFs have gender and related indicators at outcome level (b) Finalization of the Scorecard by mid-2008 by UNDG and initiation of roll-out in countries developing their UNDAFs from 2008 onwards (c) UNCTs report substantively on gender equality and women's empowerment in resident coordinators' annual reports and performance appraisal mechanisms; such reports are duly analysed in the synthesis of resident coordinator's annual reports	**Performance indicators** • Approval of UNCT performance indicators/ scorecard • Number of countries using performance indicators • Number of UNCTs reporting in resident coordinators' annual reports on gender equality and women's empowerment • Inter-agency processes and number of UNCTs where UNIFEM is called upon to provide/mobilize expertise	• Gender performance indicator scorecard approved by UNDG and disseminated to UNCTs; Spanish and French translations available (2008) • Some UNCTs started to use performance indicators with support from UNDG; 16 UNCTs received online technical assistance • UNDAF roll-out countries encouraged to assess their performance on gender equality as input for new UNDAFs

			Planned results • Performance Indicators (Scorecard) for Gender Equality and Women's Empowerment approved and rolled out in countries developing UNDAFs (second quarter of 2008 through fourth quarter of 2009) • Resident coordinators' annual reports analysed to identify trends in reporting on gender equality and women's empowerment (second quarter of 2008 and second quarter of 2009)	• In 2008, 68 resident coordinators' annual reports highlighted UNCT efforts to mainstream gender equality in national development processes, compared with 45 in 2007; 100 UNCTs reflected gender equality or women's empowerment in outcomes workplan, as compared to 72 in 2007 • ILO developed tools for gender auditing • UNDG conducted review led by UNIFEM of 2007 resident coordinators' annual reports from a gender perspective
Direction III.C-4 Paragraph 65 of resolution 62/280	**Actions III.C-4** (a) IANWGE and UNDG to facilitate system-wide sharing of information on good practices, tools and methodologies on gender (b) Ensure close links between the work of CEB, IANWGE and UNDG (within the CEB framework) on gender equality	**Targets III.C-4** (a) Strengthened system-wide coordination on gender and women's equality through IANWGE and UNDG (b) Improved system-wide support to coordinated programming on gender equality	**Performance indicators** Status of implementation of UNDG action learning pilot project **Planned result** UNCTs supported by UNDG action learning pilot project (2008-2009) (fourth quarter of 2009)	• Implementation of UNDG action learning pilot project (2008-2009) is ongoing in Albania, Morocco and Nepal • UNIFEM strengthened its capacity in six "Delivering as one" pilot countries to lead and support gender programmes

	(c) Implementation of UNDG action learning pilot project to support UNCTs in coordinated and holistic programming for gender equality			
Direction III.C-5 Paragraph 66 of resolution 62/208	**Action III.C-5** Organizations of the United Nations system will seek out more qualified women candidates considering equitable geographical representation, and make available their best female candidates for resident coordinator positions	**Target III.C-5** Increased appointments of women in the United Nations development system, with target of achieving 50 per cent at all levels, particularly for senior posts (D-1 and above), while ensuring regional diversity	**Performance indicator** Percentage representation of female staff in the Professional category and above in the United Nations system and North/South distribution **Planned result** Increase towards 50 per cent target	(See the Secretary-General's report on human resources challenges (E/2009/61)) • Between 2004 and 2007, the overall representation of female staff in the Professional category and above in the United Nations system increased slightly, from 36.5 per cent to 38.0 per cent • UNFPA has already achieved the 50 per cent gender target for staff in the Professional category • UNV has already achieved the 50 per cent gender target for staff in the Professional category • At end of 2008, 31 per cent of resident coordinators were female, an increase from 26 per cent in 2004 • UNDG launched a women's leadership programme on strategies to retain women in leadership positions

Key result area **Section III.D: transition from relief to development**				
Policy directions	*Actions*	*Target(s)/benchmark(s)/ time frame(s)*	*Performance indicator(s)/ planned result(s) (2008/2009)*	*Progress*
Direction III.D-1 Paragraphs 67, 70, 72, 78 and 81 of resolution 62/208	**Actions III.D-1** (a) Increase support, on a predictable and sustainable basis, to resident coordinators and UNCTs in countries in transition, to ensure proper planning and coordination capacity (b) Continue using the post-conflict needs assessment toolkit in support of nationally defined priorities, in partnership with the World Bank, with focus on development of national capacities (c) Develop a post-disaster needs assessment methodology (d) Further strengthen timeliness and quality of early recovery support	**Targets III.D-1** (a) United Nations resident coordinators/ humanitarian coordinators provided with appropriate and timely support on a predictable and sustainable basis (b) By 2009, post-conflict and post-disaster needs assessment toolkits, including capacity assessment being fully utilized as common instruments of the United Nations system, including the World Bank, in working with national and other partners (c) Methodology developed mid-2009	**Performance indicators** • Adequacy and timeliness of support provided to resident coordinators/ humanitarian coordinators • Status of development and utilization of post-conflict and post-disaster needs assessment toolkits **Planned results** • CCA/UNDAF process and transitional strategies for use in transition settings revised to improve responsiveness (third quarter of 2009) • Reviews of coordination mechanisms promoted and supported jointly by DOCO, the UNDP/ Bureau for Crisis Prevention and Recovery, the Office for the Coordination of Humanitarian Affairs and other agencies/ departments (first through fourth quarters of 2009)	• Clarification note to UNCTs on different transition planning processes prepared; consultations to take place in March 2009 • Coordination mechanisms to be strengthened in line with the conclusions of the report of the Secretary-General on early recovery • Post-conflict needs assessment toolkit review completed; work is under way to tailor it to early recovery settings • Development of post-disaster needs assessment methodology ongoing; ensure synergy between post-conflict and post-disaster needs assessment • The report of the Secretary-General on the Peacebuilding Fund (see A/63/218-S/2008/522) will guide the development of guidance on recovery and peacebuilding

			• Post-conflict needs assessment toolkit review finalized and tailored to early recovery settings (third quarter of 2009) • Post-disaster needs assessment methodology developed (second quarter of 2009) • Guidance on recovery and peacebuilding developed to further strengthen timeliness and quality of early recovery support (second quarter of 2009)	
Direction III.D-2 Paragraphs 71 and 73 of resolution 63/208	**Actions III.D-2** (a) Strengthen cooperation with inter-agency forums and Secretariat bodies towards integrated planning and operations (b) Further develop United Nations/World Bank agreement on principles and tools of collaboration and on use of financial rules and regulations	**Targets III.D-2** (a) Improved coordination of support provided by different bodies to UNCTs (b) Finalized agreements with the World Bank by end of 2008	**Performance indicators** • Examples of integrated support provided by different United Nations entities to UNCTs • Status of agreements with World Bank and the European Commission **Planned results** • UNDG capacity enhanced and participation in Integrated Mission Planning Process ensured (first through fourth quarters of 2009)	• The Secretary-General created an Integration Steering Group under his Policy Committee to ensure implementation of his decision 2008/24 on system-wide implementation of integration in United Nations peace missions • A detailed workplan to be developed between DOCO and the Inter-Agency Standing Committee/cluster working group on early recovery

				• More coordinated support provided by headquarters entities to countries in transition including by fostering synergy among strategic planners, early recovery advisers and development advisers (first through fourth quarters of 2009) • United Nations/World Bank partnership note and fiduciary agreement finalized (first quarter of 2009) • Partnership note among World Bank, European Commission and the United Nations on post-disaster and post-conflict needs assessment finalized (fourth quarter of 2008)	• United Nations/World Bank partnership note and fiduciary agreement completed • The partnership note among the World Bank, the European Commission and the United Nations on post-disaster and post-conflict needs assessment finalized Operationalization under discussion • UNDG developed a guidance note to UNCTs on multi-donor trust funds (2007)
Direction III.D-3 Paragraph 75 of resolution 62/208	**Action III.D-3** Continue advocacy efforts with Member States to ensure timely and appropriate funding for transition/early recovery, and strengthen responsiveness of existing funding tools, such as multi-donor trust funds and transitional appeals	**Targets III.D-3** (a) Multi-donor trust funds and transitional appeals made more timely (b) Increase awareness of donor countries on the need for increased and timely fund-raising	**Performance indicator** Status of guidance note on approaches to addressing transitional financing and establishing/participating in multi-donor trust funds **Planned result** Guidance note completed (first quarter of 2009)	Draft of the guidance note finalized and under review	

Direction III.D-4 Paragraph 77 of resolution 62/208	**Action III.D-4** UNDG to continue to facilitate the establishment of harmonized procedures, including on data collection and information management system-building on systems in place at emergency phase	**Target III.D-4** United Nations system in transition countries has a common database and information system accessible to host countries	**Performance indicator** Status of common database and information system **Planned result** Common procedures for data collection and information management in transition situations established, building on humanitarian tools (fourth quarter of 2009)	A workplan will be developed by the Office for the Coordination of Humanitarian Affairs and UNDG task force on aid effectiveness
Direction III.D-5 Paragraph 80 of resolution 62/208	**Action III.D-5** UNDG to continue fostering the partnership with PBSO, in particular on the development of assessment and planning tools and methodologies; collection, review and dissemination of lessons learned and good practices; and in supporting UNCTs in preparing submissions to PBSO	**Target III.D-5** Mechanisms established during 2008-2010 to link the work of UNDG and the Peacebuiiding Commission	**Performance indicator** Linkages among UNDG and PBC and PBSO **Planned result** UNDG input into PBSO-related processes (approval of peacebuilding fund, endorsement of integrated peacebuilding strategies, etc.); representation in the Peacebuilding Commission and related mechanisms (fourth quarter of 2009)	Ongoing input to PBSO processes provided through UNDG and DOCO participation in mechanisms of the Peacebuilding Commission
Direction III.D-6 Paragraphs 84 and 85 of resolution 62/208	**Actions III.D-6** (a) UNDAF guidelines to include disaster risk reduction and guidance on the Hyogo framework of action and to strengthen conflict sensitive processes in UNDAF preparations	**Target III.D-6** Set of methods and tools for further implementing disaster risk reduction in country-level programmes and national policies developed, tested and disseminated by 2009	**Performance indicators** • Status of UNDG guidance note on integrating disaster risk reduction into CCA/UNDAF • Status of training support on disaster risk reduction to UNCTs	• UNDG guidance note on integrating disaster risk reduction into CCA/ UNDAF developed and rolled out to UNCTs

	(b) UNDG and the International Strategy for Disaster Reduction will provide guidance and develop training to UNCTs and resident coordinator/humanitarian coordinator offices on disaster risk reduction		**Planned result** UNDG guidance note rolled out and training support provided to UNCTs with focus on UNDAF roll-out countries	• Roster of disaster risk reduction experts to provide support to UNDAF roll-out countries being established
Focus area **Section IV: improved functioning of the United Nations development system**				
Key result area **IV.A. Coherence, effectiveness and relevance**				
Policy directions	*Action(s)*	*Target(s)/benchmark(s)/ time frame(s)*	*Performance indicator(s)/ planned result(s) (2008/2009)*	*Progress*
Direction IV.A-1 Paragraphs 86 and 87 of resolution 62/208	**Actions IV.A-1** (a) UNCTs to ensure that country processes are based on UNDAF guidelines, regarding: • National ownership • Alignment with national priorities and with national planning cycles and processes (b) UNCTs will, at the request of national Governments, work to minimize the programme documentation burden in implementing UNDAF	**Targets IV.A-1** • CCA/UNDAF processes are endorsed by the Government and aligned with national planning cycles in programme countries • Simplification/reduced documentation in common programming activities • Alignment of all United Nations system country programming frameworks, tools and processes with UNDAF	**Performance indicators** • Leadership in UNDAF processes by national authorities; UNDAFs aligned with national priorities and national planning cycles • Reduced number of agency-specific programme documents to operationalize UNDAF, using common programming document(s) • Country-level programmatic frameworks and activities of the United Nations development system agencies linked to UNDAF	• CCA/UNDAF guidelines stress national ownership as key principle; UNDAFs are co-signed with Government • Language on alignment with national policies and systems further strengthened in CCA/ UNDAF guidelines (2009) • UNDG issues note on results-based management in UNDAFs (October 2007) to provide guidance on UNDAF results chain in line with national strategies

	(c) Measures are undertaken to ensure internal alignment within the United Nations development system of country-level development assistance plans/frameworks supported by the United Nations development system		**Planned results** • Present guidance and policies regarding the UNDAF cycle and alignment reviewed to encourage alignment to national cycles (second quarter of 2009) • Updated 2009 CCA/UNDAF guidelines issued (first quarter of 2009) • Guidance and support for UNCTs produced to develop one UNDAF operational document, at the request of the Government and on a voluntary basis (first quarter of 2009) • Alignment of agency-specific programming frameworks at the country level to UNDAF common operational document to be discussed by UNDG (first quarter of 2009)	• As of January 2009, 101 UNDAFs (out of 104) are aligned with national planning cycles • Since 2007, UNCTs have the flexibility to opt for using nationally available analytical work as the basis for UNDAF • Models of common UNDAF operational documents have evolved from pilot countries and other country initiatives, reducing agency-specific documents and instruments • Other possible simplification measures are identified for future development, for example, common reporting; some UNCTs report on a reduction in project-based documents and workplans through joint programmes • Inter-agency process under way to develop guidance on common operational documents

Direction IV.A-2	**Action IV.A-2**	**Target IV.A-2**	**Performance indicator/planned result**	
Paragraph 96 of resolution 62/208	UNDG will develop a results-based planning, monitoring and reporting tool that resident coordinators can use to report to Governments on progress in UNDAF results and use of resources; an interim reporting approach will be developed for programme country pilots	UNDAF common reporting tool piloted in 2008	See direction II.6	See direction II.6
Direction IV.A-3	**Actions IV.A-3**	**Targets IV.A-3**	**Performance indicators**	
Paragraphs 92 and 93 of resolution 62/208	(a) Pursue further measures to strengthen resident coordinator/UNCT accountability system (update of resident coordinator job description, guidance on working relationships, regional support mechanisms) (b) Strengthening of UNDG quality support and assurance mechanism for country programming processes	(a) Resident coordinators/ UNCTs have improved tools and clearer guidance on accountability framework by mid-2009 (b) Resident coordinators/ UNCTs have access to increased substantive and strategic planning and programming support through RDTs and UNDG quality support and assurance mechanism, especially for 2008-2010 UNDAF roll-out countries (c) Increased contributions to resident coordinator system by the United Nations development system organizations	• New/additional guidance tools on the resident coordinator system accountability framework • Increase in engagement of Regional Directors' Teams in CCA/UNDAF quality support and assurance functions programming • Quantity and type of contributions by United Nations organizations to the resident coordinator system	• Updated resident coordinator functions approved by UNDG in January 2009 • Guidance note on resident coordinator/ UNCT working relations approved by UNDG in January 2009 • 180 tools updated and piloted, for global implementation in early 2009 • RDTs are improving their organizational arrangements; terms of reference to assess and enhance the capacities of Regional Directors' Teams finalized

(d) Annual report to the Economic and Social Council on the resident coordinator system	• UNDAFs produced in 2008-2010 by roll-out countries show strategic focus, the United Nations system comparative advantage and alignment with national and internationally agreed goals **Planned results** • Updated generic resident coordinator job description (first quarter of 2009) • Approved UNDG guidance note on resident coordinator/UNCT working relations (first quarter of 2009) • Report to the Economic and Social Council on the resident coordinator system (second quarter of 2009) • Updated/strengthened 180 degree competency development tool for resident coordinators and UNCTs (second quarter of 2009) • Assessed gaps in management and technical capacities for quality support and assurance mechanism of RDTs; agreement on funding for minimum support to RDTs (first quarter of 2009)	• A number of specialized and NRAs made financial and technical contributions to resident coordinator induction training; some NRAs have assigned focal points for UNCT liaison • 2008 and 2009 Secretariat reports on the resident coordinator system submitted to the Economic and Social Council • Strengthened support for quality UNDAFs being packaged	

			• Improved quality support and assurance support to UNCTs (first quarter of 2009)	
Direction IV.A-4 Paragraph 105 of resolution 62/208	**Action IV.A-4** Appointment of additional UNDP country directors in relevant programme countries with clear delineation of responsibilities vis à vis the resident representative/ resident coordinator	**Target IV.A-4** 50 country director posts in place by end 2010	**Performance indicator** Placement of UNDP country directors in available posts	As at 31 January 2009, UNDP had created 51 posts and placed 48 country directors
Direction IV.A-5 Paragraph 104 of resolution 62/208	**Action IV.A-5** Develop inter-agency policy on retention of savings resulting from reduction in transactions and overhead costs for use in development programmes in programme countries	**Target IV.A-5** Inter-agency policy on retention and reprogramming for development of savings resulting from reduction in transaction and overhead costs developed by end of 2008, and presented to relevant intergovernmental bodies by end 2009	**Performance indicator** Status of UNDG policy paper on deployment of country level operational savings to programme in country **Planned result** Inter-agency agreement regarding deployment of savings in operational cost into programme (fourth quarter of 2009)	A first draft discussion paper developed in UNDG is under discussions by United Nations agencies
Direction IV.A-6 Paragraph 94 of resolution 62/208	**Actions IV.A-6** (a) Establish inter-agency project to proactively identify potential resident/humanitarian coordinator candidates at mid-career stage for guided career development, including inter-agency exchange	**Targets IV.A-6** (a) System for recruitment, selection and training of resident coordinators enhanced, results of which are monitored/assessed	**Performance indicators** • Progress on workplan on resident coordinator talent management • Improvement in balance, diversity, and size of resident coordinator candidates pool and appointments	• Comprehensive inter-agency implementation plan finalized; short-term actions are being initiated • See report to the Economic and Social Council on human resources challenges (E/2009/75)

	(b) Continue development and implementation of resident coordinator training programmes, with the support of specialized agencies, and monitor effectiveness (c) Report on improvement in selection and training of resident coordinators	(b) Report to the Economic and Social Council as part of the reports on: (i) human resources challenges at the country level; and (ii) the resident coordinator system	**Planned result** Inter-agency implementation plan for strengthening the resident coordinator talent management operationalized; 2009 targets met (fourth quarter of 2009)	
Direction IV.A-7 Paragraph 102 of resolution 62/208	**Action IV.A-7** CEB/HLCM to decide on approach to introduce a harmonized senior/high-level staff selection process, building on inter-agency experience with selection of resident coordinators	**Target IV.A-7** By end 2009, harmonized recruitment process for senior officials with wider pool of candidates, and improved transparency and competitiveness considering improved balance in gender and geographical distribution	**Performance indicator** UNDG inter-agency talent management initiative as input to CEB/HLCM on selection process (first through fourth quarters of 2009) **Planned result** Inter-agency implementation plan for strengthening resident coordinator talent management adopted and operational; 2009 targets met (fourth quarter of 2009)	• See report to the Economic and Social Council on human resources challenges (E/2009/75) • The CEB secretariat prepared a paper based on a survey of recruitment for senior posts in 2008; recommendations from the Human Resources Network expected in June 2009

Direction IV.A-8	Actions IV.A-8	Targets IV.A-8	Performance indicator	
Paragraphs 97 and 98 of resolution 62/208	(a) The executive heads of the funds and programmes, when submitting planning documents and reports to their respective boards, to establish references to implementation of relevant provisions of resolution 62/208 (b) Consultations with funds and programmes on cycle review; analytical work on implications of cycle change	(a) Strategic planning documents and corresponding progress reports of funds and programmes are systematically linked to the triennial comprehensive policy review resolutions (b) Report by the Secretary-General to the General Assembly at its sixty-third session	References to General Assembly resolution 62/208 in planning and reporting documents of funds and programmes **Planned result** Report of the Secretary-General on alignment of strategic planning cycles	See direction V-1 • Report by the Secretary-General on alignment submitted to the General Assembly at its sixty-third session (A/63/207) • Actions taken on alignment for discussion/discussed at the boards/ governing councils (UNICEF, FAO, UNIDO, WFP, UNIFEM)
Direction IV.A-9	**Action IV.A-9**	**Target IV.A-9**	**Performance indicator**	
Paragraph 100 of resolution 62/208	CEB to develop approaches and measures for enhancing cooperation, collaboration and coordination with the Bretton Woods institutions aimed at greater synergy, alignment and harmonization in strategic frameworks and programming processes under national leadership	United Nations/World Bank agreements on enhancing country level coordination and cooperative approaches/ modalities in country programming	Agreements between the United Nations and World Bank on use of common approaches and instruments/tools for country cooperation **Planned result** UNDG/World Bank fiduciary agreements on multi-donor trust funds for transition and adoption of common instruments for needs assessment and planning	• Enhanced collaboration under the MDG Africa steering group • Cooperation between the World Bank and UNDG strengthened on transition from relief to development (see III.D-1 and III.D-2)

Direction IV.A-10	**Actions IV.A-10**	**Targets IV.A-10**	**Performance indicator/ planned result**	
Paragraph 101 of resolution 62/208	(a) Monitor and assess the progress in implementation of the 2007 UNDG NRA implementation plan with a view to full implementation (b) United Nations development organizations and resident coordinators to pursue further initiatives to enhance and promote relevant participation of non-resident and specialized agencies in country programming processes (see also action I.5)	(a) Increased and expanded participation of the United Nations development system agencies, including non-resident and specialized agencies, in country programming processes, as requested by national Governments (b) Appropriate representation arrangements agreed by United Nations development organizations with resident coordinators at the country level	See direction I.5	See direction I.5 UNIDO, the United Nations Human Settlements Programme, the Joint United Nations Programme on HIV/AIDS and the International Fund for Agricultural Development have country hosting/ cooperation arrangements with UNDP in the context of the resident coordinator system

Key result area **Section IV.B Regional dimensions**				
Policy directions	*Actions*	*Target(s)/benchmark(s)/ time frame(s)*	*Performance indicator(s)/ planned result(s) (2008/2009)*	*Progress*
Direction IV.B-1 Paragraphs 107, 108, 109 and 110 of resolution 62/208	**Actions IV.B-1** (a) CEB to take up regional dimensions of system-wide coordination on the basis of a CEB mapping exercise	**Targets IV.B-1** (a) RDTs have well-defined roles, including effective, inclusive and efficient modalities of coordination, reflected in annual workplans; RDT membership is linked to key functions	**Performance indicators** • Increased engagement of regional commissions in CCA/UNDAF process	• Management/ accountability system adopted by UNDG (2008); oversight role of regional directors in the resident coordinator system established

	(b) RDTs to develop clear annual workplans in providing coherent technical support to and oversight of resident coordinators and UNCTs, including increased collaboration with regional commissions in the CCA/UNDAF processes, as appropriate (c) Regional commissions and other United Nations regional offices to strengthen their regional cooperation through regional coordination mechanisms and increase cooperation with non-United Nations organizations and regional development banks through joint activities and/or co-financing	(b) Increased participation of regional commissions in country-level analytical work, including common country assessments (c) Clear plans for increased joint initiatives/ collaboration among regional United Nations and non-United Nations entities	• Enhanced cooperation of RDTs and regional commissions • Enhanced cooperation between HLCP and regional coordination mechanisms **Planned results** • Core functions of RDTs strengthened for: (a) Coherent technical support to resident coordinators/UNCTs (first through fourth quarters of 2009) (b) Quality assurance of UNDAF/United Nations programme (second through fourth quarters of 2009) (c) UNCT performance management and trouble shooting (fourth quarter of 2009) • Collaboration between regional commissions and RDTs strengthened (fourth quarter of 2009)	• Guidelines for RDT work planning and reporting drafted • Report on synergies and complementarities between regional coordination mechanisms and RDTs submitted to HLCP/CEB (July 2008) • Work among some regional commissions and regional development banks is ongoing (e.g. Asian Development Bank, African Development Bank) • Subregional offices of regional commissions strengthened with additional staff and/or offices • HLCP and regional coordination mechanisms are inviting each other to bring global and interregional issues, respectively, for their consideration

Key result area **Section IV.C Transaction costs and efficiency**				
Policy directions	*Actions*	*Target(s)/benchmark(s)/ time frame(s)*	*Performance indicator(s)/ planned result(s) (2008/2009)*	*Progress*
Direction IV.C-1 Paragraph 112 of resolution 62/208	**Action IV.C-1** Executive heads to present reports to governing bodies assessing progress in the area of simplification and harmonization	**Targets IV.C-1** (a) Conference room paper submitted to the Economic and Social Council in 2008 (b) Annual report to the Economic and Social Council starting in 2009	**Performance indicator** Increased reporting to governing bodies on progress towards simplification and harmonization **Planned result** Report to the Economic and Social Council in 2009	• Progress on simplification and harmonization reported to governing bodies with focus on cost-recovery policy and implementation of IPSAS • Conference room paper (E/2008/CRP.4) submitted to the Economic and Social Council • Report to the Economic and Social Council prepared in 2009

Direction IV.C-2	Actions IV.C-2	Targets IV.C-2	Performance indicators	
Paragraph 119 of resolution 62/208	(a) Increase use of national public and private systems for support services, including for procurement, security, information technology, telecommunications, travel and banking (see para. 119), using HACT as entry point where appropriate (b) Avoid or significantly reduce the use of parallel project implementation units	(a) Programme countries are assisted in analysing national systems and preparing a plan to bring them to international standards (b) The use of parallel implementation units is reduced on a year-on-year basis	• Increase in use of national financial and procurement systems • Country assessments conducted under HACT • Reduced number of parallel implementation units **Planned results** • HACT fully implemented and serves as entry point for building national capacity (fourth quarter of 2009) • HACT fully integrated with common programming process and capacity-building initiatives (fourth quarter of 2009)	• 2008 Development Assistance Committee of the Organization for Economic Cooperation and Development Paris Declaration Monitoring Survey shows (a) low use of public financial management system; and (b) improvement but still low use of country procurement systems by the United Nations system • Models to increase use of national procurement system piloted in the United Republic of Tanzania • 86 countries completed macro-assessments and 68 countries completed micro-assessments for use of HACT as of September 2008 • By September 2008, 19 countries implementing HACT • UNESCO, the United Nations Office for Project Services, FAO and the United Nations Human Settlements Programme have confirmed their use of HACT where applicable to their operations in pilot countries

				• HACT still to be more broadly adopted by other agencies and beyond the pilot countries • 2008 survey on Paris Declaration on Aid Effectiveness shows the United Nations maintaining 296 parallel implementation units in 33 countries, 18 fewer than in 2005
Direction IV.C-3 Paragraph 121 of resolution 62/208	**Actions IV.C-3** (a) Continue and further develop CEB plan of action for the harmonization of business practices, including in the area of: *Finance and audit* • Adoption of IPSAS (see para. 121) • Standardization of audit definitions and ratings (see para. 121) HLCM to review feasibility and possible mechanisms for standardization of audit definitions and ratings within the broader context of internal control and risk management frameworks	**Targets IV.C-3** (a) HLCM plan launched and progressively implemented according to time frames and deadlines set up in the plan for harmonization of relevant processes in the area of human resources management, financial management, knowledge and information sharing, information and communications technology and procurement (b) IPSAS adopted system-wide by 2010	**Performance indicators** • Status of harmonization of financial policies and procedures • Number of agencies implementing the United Nations system common directory project • Projects implemented according to time frames of CEB plan of action **Planned results** • Proposed harmonized financial regulations and rules finalized and submitted to the Advisory Committee on Administrative and Budgetary Questions and respective governing bodies (fourth quarter of 2009)	• CEB approved launch of plan of action in April 2008; funding of $22 million submitted to donors; projects without additional funding under way *Finance and audit* • Early IPSAS adopters provided lessons learned; 2010 target date for IPSAS adoption remains achievable for majority of organizations • "Framework for auditing United Nations system coordination programmes supported by multiple agencies" agreed upon by United Nations Organizations and Multilateral Financial Institutions and endorsed by UNDG operations and administration

	Operations and administration • Enterprise resource planning systems, administration, procurement, security, information technology, telecommunications, travel and banking *Human resources management* (b) Identify critical operational policies, procedures and practices that prevent United Nations entities from working efficiently together at the country level and take action on the ones identified as possible quick wins, including by identifying lessons learned based on programme country pilots	(c) Financial regulations and rules, policies and procedures harmonized, among the United Nations system funds and programmes and the United Nations Secretariat (December 2009), to be progressively extended to specialized agencies (d) ICT common directory piloted (2008) and cost-benefit assessed (2009) (e) Three to five operational processes in each key area identified and resolved by the end of 2009	• ICT common directory adopted by HLCM (fourth quarter of 2009) • Generic guidance developed for all pilot countries based on lessons learned in pilots for United Nations common procurement and ICT infrastructure (fourth quarter of 2009)	• First draft of harmonized financial regulations reviewed by the Office of Legal Affairs and Controller *ICT* • Common directory developed, to be tested for system-wide application; CEB encourages all agencies to participate; many agencies indicating interest in and commitment to participate • Sharing of ICT services tested in pilot countries *ERP* • Harmonization of ERP operational and administrative practices and processes included in the CEB plan of action; 3 ERP systems experiments led by UNDP, ILO and WFP *Security* • HLCM/CEB surveyed security practices, identified recommendations for harmonization and endorsed recommendations (second quarter of 2009); CEB adopted statement on safety and security of United Nations system staff

Procurement • United Nations Global Marketplace enhanced (www.ungm.org) as knowledge sharing platform • Rationalizing and simplifying joint procurement processes piloted in Tanzania *Human resources management* • UNDG and HLCM/ Human Resources Network addressed harmonization, streamlining, simplification of human resources processes to facilitate the "Delivering as one" approach in Viet Nam • Issues on operational policies, procedures and practices preventing United Nations entities from working together at country level (especially pilots) are being addressed through "quick wins" and development of system-wide guidance					

Direction IV.C-4	Actions IV.C-4	Targets IV.C-4	Performance indicator	
Paragraphs 118 and 120 of resolution 62/208	(a) Rationalize country presence through common premises and co-location, implement the joint office model and expand common shared support services and business units, where appropriate (see para. 120) (b) Assess and revise ongoing efforts to rationalize physical presence and support services in various types of country situations (c) Conduct country activities jointly, for example, joint missions, analytical work, evaluations (see para. 118)	(a) All UNCTs identified priorities for reducing overhead and transaction costs (b) Action plan for radical simplification of business processes and provision of shared support services in countries with small United Nations presence is agreed by end 2009	Number of common premises and common services projects implemented **Planned result** Options for funding common premises developed (fourth quarter of 2009)	• Around 60 United Nations Houses established; pilot countries identified overhead and transaction costs and ways for more shared support services • UNCTs in 36 countries have common premises/ services projects in various stages of development/ implementation • Different financing mechanisms for common premises being explored • Sharing of central business practices being piloted in the eight pilot countries • United Nations organizations agreed to consider establishment of common premises on case-by-case basis following careful analysis of security implications • United Nations organizations continue to explore inter-agency arrangements to rationalize country presence, for example agencies based in Rome

					• Cape Verde joint office experience was reviewed to inform new guidance • CCA/UNDAF guidelines require resident agencies and NRAs to conduct analytical work together • Organization for Economic Cooperation and Development survey on the Paris Declaration on Aid Effectiveness, show that 45 per cent of United Nations missions in 33 countries were coordinated, a 15 per cent increase between 2005 and 2007
Direction IV.C-5 Paragraph 114 of resolution 62/208	**Action IV.C-5** See IV.A-5	**Target IV.C-5**	**Performance indicator**		
Direction IV.C-6 Paragraph 116 of resolution 62/208	**Action IV.C-6** See Action II.2 Further standardize and harmonize the concepts, practices and cost classifications related to transaction costs and cost recovery (see para. 17)	**Target IV.C-6** Proposal developed on harmonized cost-recovery approaches (for approval by relevant governing boards)	**Performance indicator** Status of cost-recovery policies with regard to charging direct costs at country level **Planned results** • Inter-agency agreement on application of harmonized cost-recovery rate in multi-donor trust funds and multi-agency country level programmes/activities (fourth quarter of 2009)		• HLCM CEB Finance and Budget Network endorsed 7 per cent as the cost-recovery rate for multi-donor trust funds and multi-agency country-level joint programmes and activities • UNDG members agreed to achieve full cost recovery by identifying and recovering costs directly

			• CEB action plan's project on cost-recovery policy implemented as planned	• Study on cost-recovery policy to be completed by end of 2009 to lower and standardize programme support costs • Development of common guidelines for charging of direct costs at country level and methodology for calculation of fixed interest costs is ongoing • UNDP, UNFPA and UNICEF agreed on harmonization of costs classification as either programme or support cost
Direction IV.C-7 Paragraph 122 of resolution 62/208	**Action IV.C-7** See relevant portion of management plan above (see also Action IV.C-1) The feasibility of submitting a fuller version of this programme of work, especially with the requested detail and within the indicated deadline, will depend on the actual time frame for the launch, funding and implementation of the HLCM plan of action for the harmonization of business practices, which is still to be determined at this stage	**Targets IV.C-7** (a) Rolling United Nations system workplan on simplification and harmonization presented to the Economic and Social Council by 2010 (b) UNDG/HLCM workplan on joint initiatives on quick wins ready by end 2009	**Performance indicator** Status of UNDG/HLCM workplan **Planned results** • See direction IV.C-6 • Generic guidance on ICT and procurement based on lessons learned in pilot countries considered for wider applicability (fourth quarter of 2009)	• Some quick-win projects in the CEB plan of action are under implementation; implementation of other projects depends on funding • Harmonization of financial regulations and rules considered by HLCM for possible expansion beyond UNDP, UNFPA, UNICEF, WFP and the United Nations Secretariat

				• Generic guidance to all pilot countries based on lessons learned in specific pilots for common ICT infrastructures and one United Nations common procurement to be presented to HLCM
Key result area **Section IV.D Country-level capacity of the United Nations system**				
Direction IV.D-1	**Actions IV.D-1**	**Targets IV.D-1**	**Performance indicators**	
Paragraphs 124 and 125 of resolution 62/208	(a) As part of UNDAF preparations, UNCTs to assess capacity available to them (in country, from regional support units and from Headquarters, among others) to implement UNDAF; Outcome of capacity assessment to be discussed as part of an inter-agency high-level review as a basis for development of long-term human resources strategies to equip the United Nations with necessary staff skills	(a) Gap analysis of the human resources capacity completed in countries volunteering to do so by end 2009 (b) Long-term human resources strategies developed by 2009, including improvements in performance appraisal system (c) Secretary-General submits report to the Economic and Social Council in 2009	• Capacity assessment conducted in pilot countries • Strengthened performance appraisal system for resident coordinators/ UNCTs **Planned results** • Human resources strategies developed at country level (fourth quarter of 2009) • Resident coordinator/ humanitarian coordinator/ development operations and UNCT performance appraisal system strengthened (fourth quarter of 2009)	• Albania, Mozambique, Rwanda, Pakistan, United Republic of Tanzania and Viet Nam conducted capacity assessments. UNCT in United Republic of Tanzania now working on common human resources plan; One United Nations communication team being established in Viet Nam • Comprehensive assessment of resident coordinator talent management prepared through UNDG and DOCO • Refined resident coordinator and UNCT 180-degree performance appraisal system being developed

	(b) Further development/ improvement of staff performance appraisal system, including for resident coordinators		• Second generation 180-degree competency assessment and development tool for resident coordinators and UNCTs launched in all applicable countries by early 2009 (second quarter of 2009)	
Direction IV.D-2 Paragraph 126 of resolution 62/208	**Actions IV.D-2** (a) UNSSC, in coordination with HLCM, to develop senior staff capacities through leadership development programme (b) Intensify the effort by CEB/HLCM towards harmonized United Nations system-wide human resources policy (see para. 126)	**Targets IV.D-2** (a) Increased investment by United Nations organizations in training; increase in system-wide participation in UNSSC training courses (b) Full compliance with the inter-agency mobility accord and increase in the number of parties to the accord (see IV.C-3)	**Performance indicators** • Increased participation in UNSSC training courses • Increased investment by United Nations organizations in training • Inter-agency mobility accord implemented (by signatories and the International Civil Service Commission); increased number of parties to the accord	• See Secretary-General's report on human resources challenges (E/2009/75)
Direction IV.D-3 Paragraph 128 of resolution 62/208	**Action IV.D-3** CEB to formulate a system-wide policy and strategy on knowledge management, ensuring full access by programme countries to available resources within the United Nations system	**Target IV.D-3** System-wide policies and strategy on knowledge management system in place by 2009	**Performance indicator** CEB mechanisms develop jointly agreed policy template and strategic objectives for knowledge sharing activities **Planned result** CEB to develop system-wide policies and strategies (second to fourth quarters of 2009)	A system-wide review of knowledge management operations was initiated by the United Nations Secretariat through the Office of Internal Oversight Services; ICT network of HLCM is undertaking a feasibility study of a single United Nations system-wide global network to support knowledge management

Key result area Section IV.E Evaluation of operational activities for development				
Direction IV.E-1 Paragraphs 129 and 135 of resolution 62/208	**Actions IV.E-1** (a) UNDAF processes to include measures to strengthen national evaluation capacities, where relevant (b) UNDAF evaluation guidelines to stress joint United Nations/ Government end-of-cycle evaluations	**Target IV.E-1** Programme countries supported by UNCTs in evaluation capacity development, where relevant, including through UNDAF evaluations with strong participation by national Governments	**Performance indicators** • CCA/UNDAF guidelines on monitoring and evaluation and UNDAF annual reviews refer to development of national evaluation capacity development • Increase in country-led joint UNDAF evaluations **Planned result** UNDAF evaluation guideline updated and clarified in CCA/UNDAF guidelines (third quarter of 2009)	• UNEG evaluability assessment in pilot countries yielded findings and recommendations for improving national capacity for evaluation; issues and challenges defined by UNEG for evaluation capacity development • Updated CCA/ UNDAF guidelines stress support to development of national evaluation capacities; guidelines for UNDAF annual review and evaluation have been updated; further guidance under review
Direction IV.E-2 Paragraph 131 of resolution 62/208	**Actions IV.E-2** (a) UNDG, HLCP and HLCM to keep under review the impact on development arising from ongoing reform efforts	**Targets IV.E-2** (a) Report of the Secretary-General on next comprehensive policy review (b) Framework, benchmarks and approaches for evaluation of United Nations system effectiveness and impact developed for adoption by HLCP/ UNDG by 2009	**Performance indicators** • Progress in assessing United Nations development system effectiveness, including use of system-wide capacities • Progress in development and adoption by HLCP/ UNDG of framework, benchmarks and approaches for evaluation of effectiveness and impact	• DESA monitors participation of the United Nations system organizations in country-level operational activities and UNCT contributions to national development

	(b) UNEG to establish a common framework, evaluation benchmarks, and approaches to assess United Nations system effectiveness and measure United Nations development impact based on paragraphs 7 and 134 of resolution 62/208		**Planned results** • UNEG design and conduct of evaluation of pilot countries as requested by CEB (2007 onwards) • UNEG report on country-level joint evaluation with South Africa as model of country-led evaluation (second quarter of 2009)	• UNEG further harmonized approaches to evaluation of effectiveness of United Nations reforms on the development system country-level programming through the development of common standards and guidelines and peer reviews • 2008 UNEG joint country-level evaluation of role and contribution of the United Nations system for South Africa provides lessons learned towards development of framework, benchmarks and approaches to system-wide effectiveness evaluation
Direction IV.E-3 Paragraphs 132, 136 and 138 of resolution 62/208	**Actions IV.E-3** (a) UNDAF evaluation guidelines updated to reflect focus on development results with emphasis on capacity development and effective use of results matrix in this regard	**Targets IV.E-3** (a) Evaluability of UNDAFs with focus on development results, especially joint results, ensured (b) UNDAF evaluation guidelines updated by end of 2008	**Performance indicators** • Improvements in evaluability of UNDAFs • Increase in joint evaluations • Agency self-assessments on their evaluation function indicating compliance with UNEG norms and standards	• Updated UNDAF Monitoring and Evaluation guidelines make UNDAF annual review and UNDAF evaluation mandatory; guidelines recommend that monitoring and evaluation plan spells out how gaps in results information will be filled through building Government's monitoring and evaluation capacity

(b) Pursue inter-agency collaboration in joint evaluations of UNDAFs wherever appropriate and feasible; ensure RDTs establish the necessary quality support and assurance mechanism for UNCTs (c) Adopt policies on evaluation consistent with UNEG norms and standards (for organizations that have not done so) (see para. 137) (d) United Nations development organizations to take steps towards establishing and/or strengthening distinct independent evaluation functions within their systems; HLCM to define approach to strengthen evaluation across the system	(c) Evaluation policies and practices of all United Nations organizations are aligned with UNEG evaluation norms and standards by 2009 (d) Evaluation functions clearly defined within all United Nations development organizations and endorsed by their governing bodies (e) System-wide approach to strengthening evaluation	**Planned results** • UNDAF Monitoring and Evaluation guidelines updated (fourth quarter of 2008) • RDT quality support and assurance mechanism improved for effective quality assurance and support to UNDAFs (first quarter of 2009) • UNEG organizational self-assessment instrument developed and accomplished by members (fourth quarter of 2008 through first quarter of 2009) • UNEG position paper and briefing package for senior management on the distinctive role of evaluation	• Terms of references for capacity assessment of RDTs for quality assurance support developed • UNDAF evaluations undertaken in several countries in 2008-2009 • To further professionalize the evaluation function in the United Nations system, UNEG and UNSSC conducted introductory training courses for UN system evaluators, promoting UNEG norms and standards; approximately 390 participants took the course in 2007 and 2008; training being reviewed for improvement and expansion • Ongoing self-assessments by United Nations organizations of their evaluation units based on UNEG norms and standards • UNEG prepared position paper on role of evaluation and evaluation function in 2008; a seminar will be held with senior United Nations system managers on this basis	

				• At the request of CEB/HLCP-HLCM, UNEG (in consultation with CEB secretariat) in March and September 2007 presented papers on a United Nations system-wide evaluation mechanism • CEB and the Joint Inspection Unit to pursue further discussions on best modalities on a system-wide evaluation mechanism
Direction IV.E-4 Paragraph 139 of resolution 62/208	**Actions IV.E-4** (a) Provide support to Governments and UNCTs of programme country pilots to exchange information on experiences and lessons learned and to draw guidance to the future evolution of the programme country pilots (b) UNEG is completing an evaluability study of the programme country pilots as requested by CEB (further guidance will be sought from Member States on the decision to conduct an independent evaluation)	**Targets IV.E-4** (a) Exchange of experience and lessons learned among programme country pilots (b) UNEG evaluation to be completed by 2010 (c) Guidance provided by Member States on independent evaluation	**Performance indicators** • Exchange of experiences and lessons learned from programme pilots, including through UNDG guidance • Progress on conduct of evaluation of programme pilots **Planned results** • Stocktaking reports on "Delivering as one" pilots for 2007, 2008 • Evaluability studies completed by UNEG (fourth quarter of 2008)	• Stocktaking in 2007 completed in January 2008 widely disseminated among Member States and UNCTs; stocktaking for 2008 initiated and planned to be completed by March 2009 • Inter-country seminar held in Maputo in May 2008 to share lessons, best practices and priorities for 2008/2009 • Newly developed UNDG toolkit and non-prescriptive guidance notes captured experiences and tools from the pilots

				• Monitoring and evaluation network established among programme pilot countries and other countries engaging in "Delivering as one" approach on a voluntary basis • 2007/2008 evaluability assessments of the "Delivering as one" pilots completed by the United Nations and submitted to HLCP and UNDG • Member States will decide on independent evaluation
Focus area **Section V. Follow-up**				
Policy directions	*Actions*	*Target(s)/benchmark(s)/ time frame(s)*	*Performance indicator(s)/ planned result(s) (2008/2009)*	*Progress*
Direction V-1 Paragraphs 140, 141 and 142 of resolution 62/208	**Actions V-1** (a) Conduct analytical work and consultations to prepare reports on management process and its implementation	**Targets V-1** (a) Reports submitted to the Economic and Social Council on the management process for implementation of the triennial comprehensive policy review (2008) and follow-up reports (2009 and 2010)	**Planned results** • Implementation of resolution 62/208 addressed in reports to all governing bodies of United Nations system organizations • Reports to the Economic and Social Council on implementation of resolution 62/208	• Management process report submitted to the Economic and Social Council in 2008 following extensive consultations with United Nations system organizations

	(b) Executive heads of United Nations system entities to submit yearly reports to their governing bodies on measures to implement resolution 62/208 (see para. 140) (c) United Nations funds and programmes to include in their annual reports to the Economic and Social Council information on their implementation of the triennial comprehensive policy review	(b) Annual reports from funds and programmes to the Economic and Social Council include appropriate reflections on implementation of resolution 62/208		• 2008 and 2009 annual reports of UNDP, UNFPA, UNICEF and WFP to the Economic and Social Council include information on the implementation of the triennial comprehensive policy review • UNESCO submitted comprehensive report to its governing body on implementation of resolution 62/208; UNICEF is preparing an action plan for that resolution • FAO, UNIDO, the International Fund for Agricultural Development, ESCWA and WHO secretariats reported to their governing bodies on implementation of the triennial comprehensive policy review

Direction V-2	Action V-2	Target V-2		
Paragraph 143 of resolution 62/208	Conduct analytical work and appropriate consultations to prepare the report	Reports to the Economic and Social Council and the General Assembly at its sixty-fifth session, respectively		Annual report to the Economic and Social Council on progress and results achieved on implementation of resolution 62/208 to build up towards reporting at the next comprehensive policy review

Abbreviations: CCA, common country assessment; CEB, United Nations System Chief Executives Board for Coordination; DOCO, United Nations Development Operations Coordination Office; ERP, enterprise resource planning; FAO, Food and Agriculture Organization of the United Nations; HACT, harmonized approach to cash transfers to implementing partners; HLCM, High-level Committee on Management; HLCP, High-level Committee on Programmes; IADGs, internationally agreed development goals; IANWGE, Inter-Agency Network on Women and Gender Equality; ICT, information and communications technology; ILO, International Labour Organization; IPSAS, International Public Sector Accounting Standards; MDG, Millennium Development Goal(s); NGO, non-governmental organization; NRA, non-resident agency; OHRLLS, Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States; PBSO, Peacebuilding Support Office; RDTs, regional directors teams; UNCDF, United Nations Capital Development Fund; UNCT, United Nations country team; UNCTAD, United Nations Conference on Trade and Development; UNDAF, United Nations Development Assistance Framework; UNDG, United Nations Development Group; UNDP, United Nations Development Programme; UNEG, United Nations Evaluation Group; UNESCO, United Nations Educational, Scientific and Cultural Organization; UNFPA, United Nations Population Fund; UNICEF, United Nations Children's Fund; UNIDO, United Nations Industrial Development Organization; UNIFEM, United Nations Development Fund for Women; UNSSSC, United Nations System Staff College; UNV, United Nations Volunteers; WFP, World Food Programme; WHO, World Health Organization.